

**2022 Horowhenua
District Council
Pre-Election Report**
Te Pūrongo Kōwhiringa
Pōti Takamua a
Te Kaunihera ā-Rohe
o Horowhenua





Ngā Upoko Kōrero

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Tō kete mātauranga

Your knowledge toolkit





About this report

Whaowhia te kete mātauranga – fill your basket of knowledge

This document about Horowhenua District Council (HDC) and your district gives you the information you need to help shape the future for yourself, your whānau and our community. It will help empower you to advocate for your community as an elected representative or help you think about how you elect our district's leaders.

You'll find information and ways to take action. You'll also find places to make notes and useful prompts to help you explore where you stand on various issues.

What is a pre-election report?

A pre-election report is prepared by the council's chief executive, which means it's independent of the Mayor and Councillors. It's politically neutral, promotes free and frank discussion and is transparent on topics ranging from our financial performance to what we've achieved and the major challenges and opportunities we'll face over the next three years. All councils have to prepare a pre-election report, but we'd like this to be more than just a collection of information – this is a resource to help fill your kete mātauranga, your basket of knowledge.

Whether you're running for Council or voting in our upcoming local elections, our hope is this will help you get curious about the difficult challenges and exciting opportunities facing our district and approach them with an open mind. Think of it as the first step in understanding the past, present and future of our district and how you can influence the decisions that affect us all.



Nā te Kaiwhakahaere Matua

Tēnā koutou katoa, from the Chief Executive



**Ko Tararua te maunga
te rū nei taku ngākau**

**Ko Ōhau te awa
e mahea nei aku
māharahara**

Nō Horowhenua ahau

**E mihi ana ki ngā tohu
o nehe, o Horowhenua
e noho nei au**

**Nō reira tēnā koutou
katoa**

He rohe ātanga a Horowhenua, he hāpori hihiko, he ahurea kanorau ngangahau, he kātū noho kāore e kore ka uaratia e koutou, e au anō hoki.

E whakahī pai ana ahau ki te noho ki konei, nōku te waimarie i tipu ake ki konei, nōku anō te whiwhi ki te hoki anō ki te Kaunihera ki te hāpai i ngā mahi mō tēnei hāpori papai rawa atu. Me whakahī anō hoki te hāpori ki ngā whakatutukinga a te Kaunihera i roto i ngā tau e toru kua pahure. He ahakoa tonu, he mahi atu anō kei mua i te aroaro hei whakapiki i Te Kaunihera ā-Rohe o Horowhenua, hei whakaū i ngā whakahoutanga maha a te Kāwanatanga me te tipu nui whakahouhou o te rohe, tae atu ki te kawē i ngā wero o ia rā ka puta i te āhuarangi hurihuri me te aranga o ngā hangarau hou. Nō te Haratua 2022 taku tīmatanga hei kaiwhakahaere o te Kaunihera, ā, i roto i taua wā poto e kite mārika ana

au i te urupare a te Kaunihera ki ngā whakahau kia whakahouhia te āhua o te mahi, kia mahitahi me te hāpori, e pai ake ai ngā hua mō te katoa. Me hāpai e te Kaunihera te wairua o te manaaki me te kairangi o ngā mahi puta noa i te katoa o ngā whakahaere, me te whakapiki anō i ngā hua ka tau ki ngā kainoho me ngā kaiutu reiti.

Arā kē ā mātou mahi i tua atu i ngā huarahi, ngā reiti me te para – ko te tangata, ko te wāhi, ko te mahitahi ērā e uaratia ana. He mea nui kia pōtīhia he Kaunihera e kohara ana ki tō tātou rohe o Horowhenua, e manawanui ana ki te whakakanohi i ngā hāpori kanorau, ki te ārahi i tētahi rautaki ā-hāpori hei whakakotahi i te rohe, ki te pīkau hoki i ngā whakataunga uaua e pā ana ki te reiti, me ngā ratonga ka tukua.

Ko te tipu nui o te rohe te wero matua kei mua i te aroaro, otirā he painga anō hoki kei reira. He mea nui kia

whakatūria i tēnei wā he Kaunihera uekaha, he tapatahi te hautūtanga, he rirā te matawhānui mō āpōpō mai, he māia ki te whakatau i ngā take uaua, hei oranga, hei tōnuitanga mō te katoa. Mā te tuku pōti, mā te tū rānei hei kaitono i te kōwhirnga pōti e kainamu mai nei, e pīkautia ai e koe ngā awhero me ngā tūmanako o te hāpori. Ko tā te pūrongo nei, he whakamōhio i a koe, he whakaputa whakaaro ki ngā take kei mua i te aroaro o te rohe. Mā konei e whai wāhi ai koe ki te hāpai i te anamata o te rohe hei whakahī mā tātou katoa.

Ngā mihi,

Monique Davidson
Kaiwhakahaere Matua
Chief Executive

**Tararua is the mountain
range that speaks
to my heart**

**Ōhau is the river that
alleviates my worries**

I'm from Horowhenua

**I recognise the
ancestral and
spiritual landmarks
of Horowhenua,
where I live**

**Thus my
acknowledgement
to you all**

Horowhenua is a beautiful district, with strong community spirit, rich cultural diversity and a way of life I'm sure you all value as much as I do.

I'm proud to live here, feel lucky to have grown up here and am so privileged to be able to return to the Council and again work for this incredible community. This community can be very proud of what Council has achieved over the last three years. There is work to be done though to lift the performance of Horowhenua District Council, while managing the impacts of multiple government reforms and transformational growth and also juggling the daily challenges of climate change and emerging technologies. I started as the Council's incoming Chief Executive in May 2022 – during this short time, I've already seen

that the organisation is hearing the call to work in different ways and collaborate with our community so we achieve better outcomes for everyone. Council needs to have a focus on enabling a spirit of service and excellence across the organisation, while also working on continuous improvement for our residents and ratepayers.

Our work goes far beyond roads, rates and rubbish – we are about people, place and partnerships. We need Elected Members who are passionate about Horowhenua, can proactively represent our diverse communities, can lead out on a community strategy that unites the District, whilst making the hard decisions about how we rate, and ultimately deliver services.

The significant growth of the district is probably our most pressing challenge and opportunity. Now more than ever we need a Council with strong positive leadership, where people have a bold vision of the future, and the courage to make difficult decisions to enhance the wellbeing and prosperity of our people. If you're voting or standing in the upcoming elections, you're carrying our community's hopes and aspirations and this report will help inform and shape the way you think about the issues facing our district. In this way you can play an important part in creating a future for our district we can be proud of.

Ngā mihi,

Monique Davidson
Kaiwhakahaere Matua
Chief Executive

Mō Horowhenua

About Horowhenua

Whether you're standing or voting in the upcoming election, it's important to understand our rohe – the things that make us special and challenge us. This helps you get perspective on the issues that face our district and the council.

Our rohe stretches 106,391 hectares between the Tararua Ranges, the Tasman Sea, Foxton, Tokomaru and Manakau.

As the southernmost district in the Manawatū-Whanganui Region, a lot of Horowhenua's land is used for farming or forestry. Our amazingly diverse residents live in lots of small settlements and a few larger towns, like Taitoko Levin. Our stunning natural landscape includes the snowy peaks of maunga, dune lakes, rivers and wild West Coast beaches.





A snapshot of our numbers

63,000

Predicted population by 2041

11,000

New homes needed by 2041²

47

Median population age.
10 years older than NZ as a whole³

25%

Of our population is above
65 years old (NZ average: 15%)⁴

Diversity

Our community is made up of European, Māori, Asian, Pacific Peoples and other which includes Middle Eastern, Latin American and African³

69%

Of residents have some
form of formal qualifications
(NZ average 82%)³

9 – 10

Large parts of the Horowhenua
have the highest deprivation
rating of 9 - 10 on the on
the New Zealand Index of
Deprivation (NZDep)⁵

\$30,000

On average, our whānau live
on \$30,000 less per year than
the rest of NZ⁴

4.0%

Unemployment has dropped to 4.0%, but is still higher than the rest of NZ⁶

\$645,617

Average house price for Horowhenua (NZ average: \$1,046,636 Mar 2022)⁷

175%

House price increase since 2011 (NZ average 134%)⁴

27%

Rent-to-income ratio (NZ average: 21.5%)⁸

9%

Rent-to-income ratio increase since 2011 (NZ average 1.8%)⁸

6.6%

GDP growth (NZ average: 5.2% growth)⁹

¹ Sense partners projections

² Sense partners projections (growth strategy)

³ Census

⁴ Infometrics

⁵ Environmental Health Intelligence NZ, NZ Index of Deprivation

⁶ Horowhenua Company economic dashboard Mar 2022 – Horowhenua and Stats NZ

⁷ Horowhenua Company economic dashboard Mar 2022 – Horowhenua and QV house price index Mar 2022

⁸ Horowhenua Company economic dashboard Mar 2022 Horowhenua Infometrics

⁹ Horowhenua Company economic dashboard Mar 2022

Ngā mahi me ngā whakahaere

What we do and how it all works

He rau ringa e pakari ai ngā taura whiri i ō tātou kāinga noho me ō tātou hapori – mai te pae maunga o Tararua ki te moana.

With many hands, the threads which weave our neighbourhoods and communities together will be strengthened from the Tararua Ranges to the sea.

Our vision for the Council and Horowhenua as a whole is about connectedness:

About the council

Another tool in your kete of knowledge is understanding how the council works – it'll help you see why things happen the way they do and the issues that face the council.

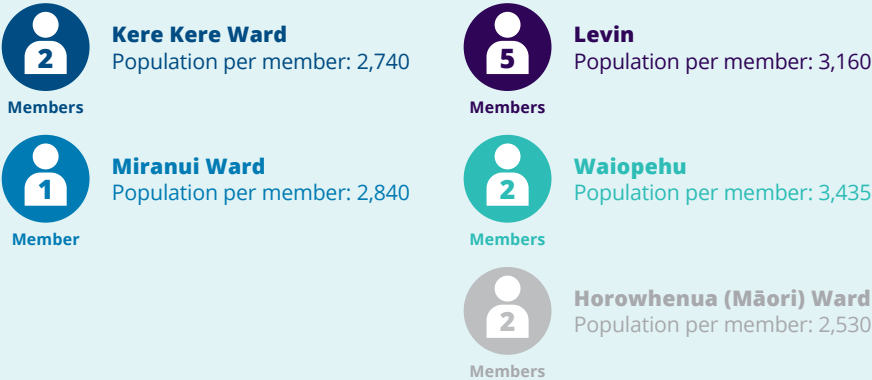
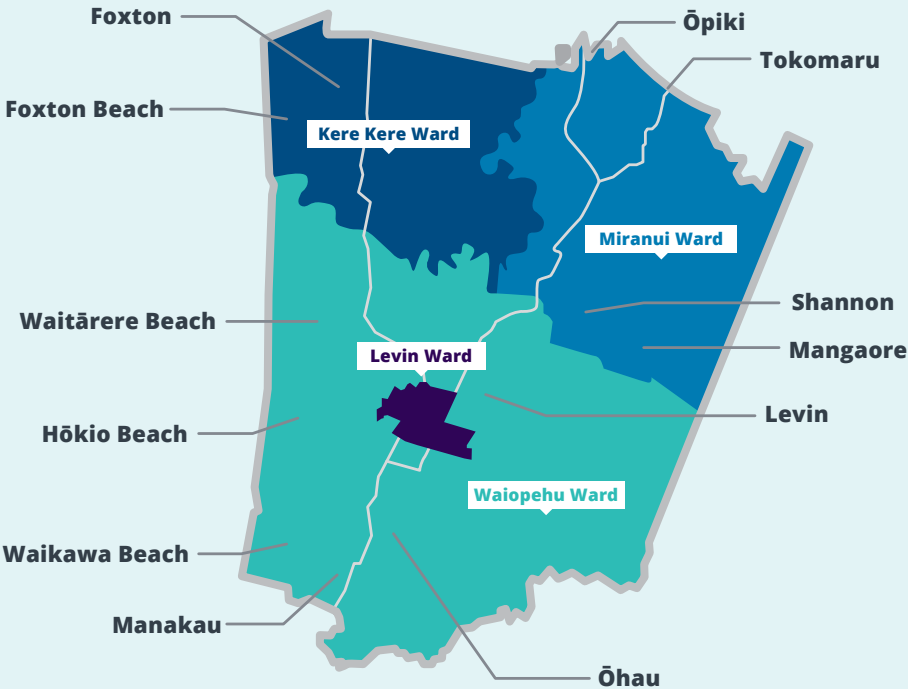
The council works with many organisations and performs many roles. We fund and lead projects that benefit the community and solve local needs, regulate local bylaws and plans and advocate for Horowhenua to central government, other local authorities and other agencies.

The roles of the Mayor and Councillors

Effective from the October 2022 elections the district will be represented by the Mayor and 12 Councillors representing five wards including the newly introduced Māori ward.

The Mayor and Councillors are responsible for governance, and ultimately setting the direction for the future of this community. It is our community members who will decide who holds the roles of Mayor and Councillors in the 2022 elections.

REPRESENTATION FROM THE 2022 ELECTION



**The role of the
Te Awahou Foxton
Community Board**

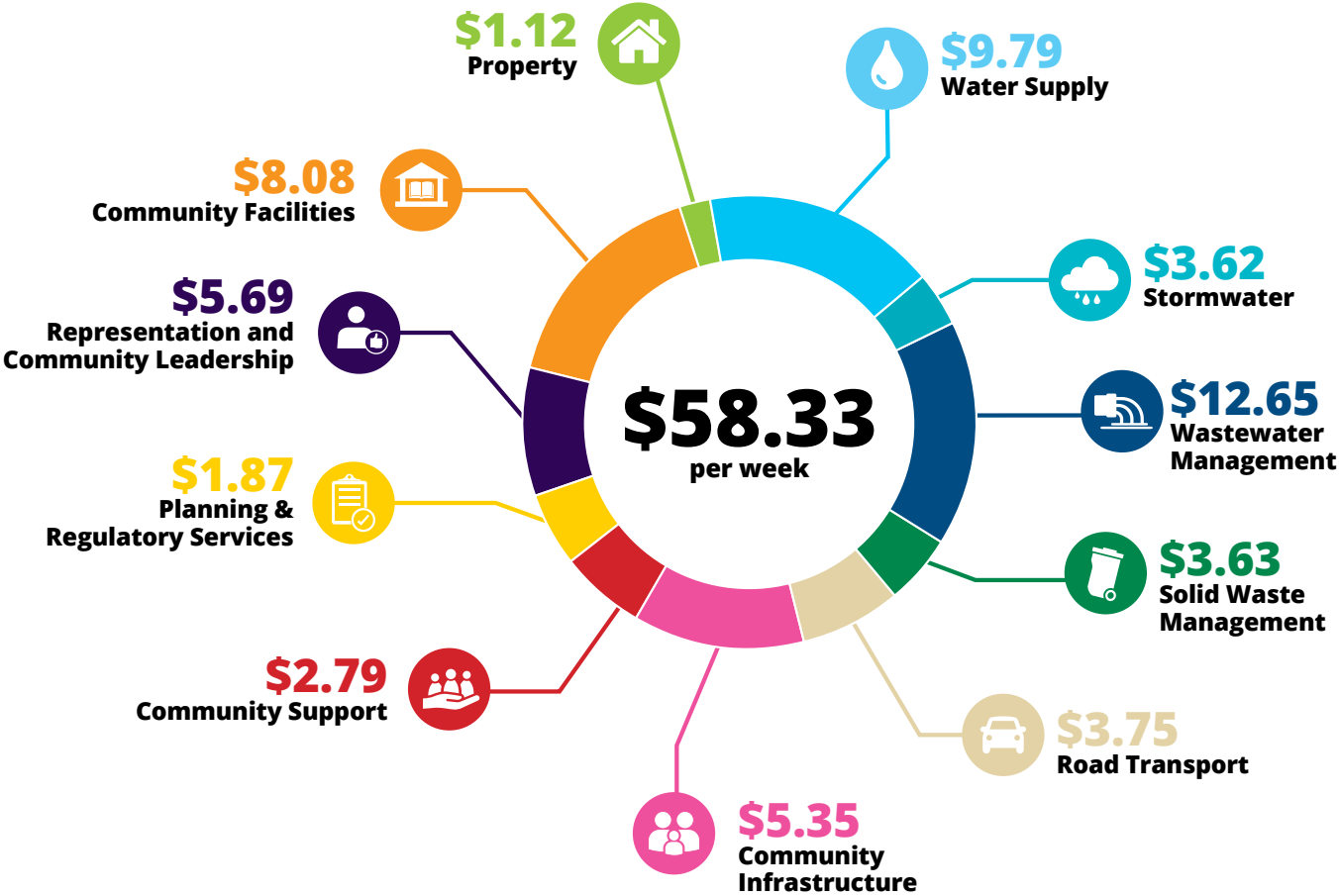
Te Awahou Foxton Community Board represents the Foxton area with five Elected Members who work with two members appointed from the Kere Kere general ward by the Council. The Board advocates for the community and makes recommendations to the Council about the Foxton area.

**The roles of the
chief executive and
council staff**

The chief executive, and roughly 250 staff oversee the day-to-day running of the council and district, taking responsibility for everything from strategy to operations and project delivery. They also advise the Elected Members and implement their decisions. The areas the council is responsible for are called ‘council activities’ and your rates help pay for these services delivered to the community:

What your rates pay for

Based on an average Land Value of \$180,000 and Capital Value of \$400,000 for a Levin Residential property (Please note that rates are charged based on the rateable value of your property. The market value for this example property is approximately \$600,000)



Our success measure: community wellbeing and outcomes

The wellbeing of our communities should drive everything we do. We are always working towards our five community outcomes: vibrant economies, outstanding environments, fit-for-purpose infrastructure, partnership with tangata whenua and strong communities.

These are formed from the 'four wellbeings' set down by the Local Government Act 2002 which was amended to reinstate the wellbeings in 2019.

https://www.legislation.govt.nz/act/public/2002/0084/latest/DLM171803.html?p=1&search=sw_096be8ed81c08548_well-being_25_se&sr=2

The four wellbeings

We work to build a sustainable future for Horowhenua and promote the four wellbeings for our district: social, economic, environmental and cultural. Each wellbeing relies on the others – delivering these for our whānau and community is what drives us.

Community outcomes

After consultation with the community, Elected Members confirmed these five community outcomes for our Long Term Plan 2021-2041 (LTP).

Our vision for Horowhenua references threads that weave our communities and neighbourhoods together to provide strength. In the same way, our community wellbeings and outcomes are interwoven with communities and neighbourhoods to provide strength and focus in our decision-making.



- We are business-friendly.
- We will work with others to enable our economy to grow.
- We support diversity and resilience in our local economy.
- We aspire for economic security for all of our people.
- We seize growth opportunities for our district.



- We contribute to improving our natural environment for current and future generations to enjoy.
- We protect the important natural features in our district.
- We ensure our built environment supports the wellbeing of our people.
- We manage competing pressures on resources sustainably.



- We develop and maintain facilities and infrastructure to meet the needs of current and future generations.
- We provide efficient, reliable and affordable infrastructure.
- We work with partners to develop infrastructure that enables growth.
- Our community facilities and infrastructure are resilient, helping us to respond to climate change and natural hazards.



- We will uphold Te Tiriti o Waitangi and its principles.
- We build mutually respectful partnerships with tangata whenua.
- We support Mana Whenua to maintain and enhance tikanga with their ancestral lands and waterways, wāhi tapu and other taonga.
- We support whānau, marae, hapū and iwi in achieving their aspirations.
- We recognise the role of Mana Whenua as kaitiaki of their rohe.



- We value the diversity of our people.
- We recognise the value of our district's heritage and its contribution to our communities' sense of identity and pride.
- We take an inclusive approach and encourage our people to participate in local decision making.
- We provide infrastructure and services as a foundation for resilient and connected communities.
- We build collaborative relationships with service providers to help enable all of our people to live positive and healthy lifestyles.
- We help create facilities and places where people of all ages and backgrounds feel included, safe and connected.

How the council prioritises and plans its work

After community consultation, we defined our priorities, budget and service levels to best deliver on community outcomes and wellbeing goals. These are set in our LTP, which is updated every three years. In the years in between, we prepare an annual plan and consult with the community if there are any major changes from the LTP. One of the first priorities for the new Council will be leading an amendment to the Long Term Plan 2021-2041.

To be accountable to our community at the end of each financial year, we publish an annual report documenting our performance against the LTP and annual plan, with audited accounts for the financial year.

Key strategies

Our key strategies help us stay focused on our main priorities.

2040 Blueprint

The 2040 Blueprint sets out the most important priorities for our future, balancing liveability with prosperity. It considers and makes sense of the existing strategies and identifies how we make sure they're properly progressed.

<https://www.horowhenua.govt.nz/Council/Documents/Plans-Strategies/Horowhenua-2040-Blueprint>

Growth Strategy

The Growth Strategy defines how we proactively manage Horowhenua's predicted growth.

<https://www.horowhenua.govt.nz/GrowthStrategy>

Financial Strategy

The Financial Strategy sets out 20 years of sustainable financial management, covering key financial parameters council must operate within. It also puts limits on the rates we can collect and the debt we can take on.

See the financial strategy in our LTP, page 317.

https://www.horowhenua.govt.nz/files/assets/public/council-documents/plans/ltp2021-41/hdc-ltp-2021-2041-11-august-2021_web.pdf

Infrastructure Strategy

This strategy identifies our district's significant infrastructure issues and sets out a 30-year plan for managing the assets for:

- Land transport
- Water supply
- Wastewater
- Stormwater
- Community facilities
- Community infrastructure
- Property

<https://www.horowhenua.govt.nz/Council/Documents/Plans-Strategies/Infrastructure-Strategy-2021-2051-Te-Rautaki-Hanganga-Metarahi-2021-2051>

Community Wellbeing Strategy

This strategy offers a results-based approach for how we lead, advocate and work towards holistic wellbeing outcomes for Horowhenua.

<https://www.horowhenua.govt.nz/CommunityPlaces/Community-Services/Community-Wellbeing/Community-Wellbeing-Strategy>

How the strategies work together

In this diagram you can see how all our key strategies work together and interact with other key documents and each other. To read more about our strategies you can follow this link:

<https://www.horowhenua.govt.nz/Council/Documents/Plans-Strategies>

OUR STRATEGY AND PLANS

Horowhenua
2040 (H2040)

Horowhenua 2040 Blueprint

Long Term Plan

Levin Town
Centre Strategy

Open Space
Strategy

Infrastructure
Strategy

Financial
Strategy

Growth
Strategy 2040

Shared Pathways
Strategy

Community
Wellbeing Framework

Integrated
Transport Strategy

Existing Community Plans

Annual Plan

Economic Development
Action Plan

District Plan

Activity
Management Plans

Master Plans

Housing Action Plan

MANAWATŪ-WHANGANUI
REGIONAL SPATIAL PLAN

WELLINGTON REGIONAL
GROWTH FRAMEWORK

**He aha ngā kōrero a te
marea mō mātou?**
What do people say about us?



Residents Satisfaction Survey – we know we can do better

Underpinning everything we do is a desire to better serve our community. The results from our annual Residents Satisfaction Survey have shown us where we're doing well and the areas our community need us to do better.

72% of residents are satisfied overall with council facilities and services, particularly when it comes to their quality of life (87%).

But there is much we can do to keep improving. For example, in the areas of wastewater, stormwater and the reliability of water supply, we saw significant drops in satisfaction since our 2020 survey. Similarly, our community wants to see us do more in how we engage with them, respond to their issues and display transparency in the way we operate. We've taken that incredibly valuable feedback on board in our planning and are working to do better.


<https://www.horowhenua.govt.nz/Council/Participate/Have-Your-Say/Resident-Satisfaction-Survey>

CouncilMARK™ – improved rating

Another gauge of how well we're doing is through the CouncilMARK™ local government excellence assessment process. This is designed to improve the public's knowledge of what we're doing in the community and help us offer better service and value. Part of this programme is an independent assessment of council performance.

In 2017 we got a B rating. In 2021 we improved to a BB rating. That's a reassuring improvement, but there's still work to do. The report provides us with a lot of useful recommendations, and a focused plan for what we do next – you can read the full report here:

<https://councilmark.co.nz/results/north-island/horizons-regional-council/horowhenua-district-council/>

A photograph of a woman and a police officer smiling together. The woman is wearing a headpiece with pink and blue flowers and a pink scarf. The police officer is wearing a blue uniform with a 'POLICE' patch. They are standing outdoors in front of a blue tent and trees.

Te hiranga o te mahitahi me ngā piringa whaihua

The value of partnerships and relationships

Doing the best for Horowhenua means working together – we can not, and do not want to do it alone. Partnerships create efficiencies and mean many more voices are heard in our decision-making.

Our partners, iwi and hapū, alongside government agencies, other councils, businesses and community organisations are essential parts of our collective success.

Partnerships will be at the core of solving some of our most complex problems and uncovering our hidden opportunities.

Working with and for the community


Our most important partnership is with you, and the community as a whole. Working with and for the residents of Horowhenua is fundamental to shaping solutions that will positively impact their lives and the future of our district.

Find out more

This Pre-Election Report gives you a summary of what we're doing and planning, but there's a lot more detail we couldn't include here. The more you know, the more you can help us better serve you – check out the links below.

Horowhenua District Council website

Your go-to for all council business and local events and facilities.

 horowhenua.govt.nz


Annual plan

Read more detail on what the council is planning for our district in the coming year.

 horowhenua.govt.nz/Council/Plans-Strategies/Annual-Plan-20202021


Annual reports

Read more about how council tracked against its goals in the previous year/s.

 horowhenua.govt.nz/Council/Documents/Annual-Reports


Long Term Plan 2021-2041

Dig into detail – read our latest version of the Long Term Plan for our district.

 horowhenua.govt.nz/Council/Documents/Plans-Strategies/Long-Term-Plan-2021-2041


Council meetings


Review council and committee meetings agendas, minutes and recordings.

 horowhenua.govt.nz/Council/Council-Meetings

Ōtaki to North of Levin (Ō2NL)

Find out more about Ōtaki to North of Levin.

 nzta.govt.nz/projects/wellington-northern-corridor/o-taki-to-north-of-levin/



**Te whakanui i te angitu – he aha
ngā tutukinga o te mahitahi**
Celebrating successes – what
we've achieved together

Looking back over the last three years

The community is at the heart of everything we strive for here at HDC. Despite the challenges of the global pandemic and the associated impacts we have faced through COVID-19, Council has remained focused on developing and supporting wellbeing and good outcomes for the communities we serve. The projects we've worked on together over the last three years are guided by our Community Outcomes – these are the goals we have for building vibrant economies, outstanding environments, fit-for-purpose infrastructure and strong communities while strengthening our partnership with tangata whenua.

Here's some of what we've achieved.



Creating a vibrant economy started with reviewing and refreshing our Economic Development Implementation Plan. This led to some exciting initiatives. The Horowhenua NZ Trust now provides economic development services, has successfully established a business park and hosts a series of networking events. We also set up the Mahi Space, a free, modern co-working space for small businesses, and developed Foxton Futures, a strategy aiming to turn the town into a tourist destination.



Our stunning natural environment is a big part of what makes Horowhenua special – and working alongside mana whenua, there's a lot we've achieved over the last three years. For example, Thomson House Gardens in Levin, Driscoll Reserve in Manakau and Holben Reserve in Foxton Beach were awarded five prestigious Green Flags, second only to Auckland City Council with seven Green Flags in total.

We worked alongside the Save our River Trust (SoRT) and Ngāti Raukawa ki te Tonga to regenerate the Manawatū River Loop at Foxton. We also collaborated with Ngāti Raukawa, Muaūpoko and landowners to create a land-discharge wastewater treatment plant for Foxton. We extended the kerbside recycling service. Alongside iwi partners and Horizons Regional Council, we are in the planning stages of developing Arawhata Wetlands which will assist in reviving Punahau (Lake Horowhenua).

Finally, to help build the resilience of the coastline, we started planting 15,000-20,000 native spinifex grasses every year.

5 Green Flags

Thomson House Gardens in Levin, Driscoll Reserve in Manakau and Holben Reserve in Foxton Beach were awarded prestigious Green Flags, second only to Auckland City Council with seven Green Flags in total.

15,000+

We started planting 15,000-20,000 native spinifex grasses every year.

17

Art exhibitions

\$160,000

awarded to organisations
dedicated to public safety
and connectedness

90

Levin was announced as a host
town for 90 refugees



**Fit for purpose
Infrastructure**

We need infrastructure to suit our current and future population needs. This includes new assets that are visible to the public, such as renewed roading, dedicated stormwater attenuation areas and resilience in our water and wastewater services. It also includes a lot of behind-the-scenes work such as the master plans for Tara-Ika, Foxton Beach and Waitārere and online building consents to support the new homes being built throughout Horowhenua.

Other work includes Gladstone Road realignment, creating concept designs for Levin's alternate water source and a major upgrade of Roslyn Road. We also renewed the Levin Aquatic Centre hydroslide. The Horowhenua Housing Forum has helped better understand and address the need for affordable, social and emergency housing.



**Strong
Communities**

The last three years have been tough for some of our community. To better support them, we developed community plans with Manakau, Ōhau, Waitārere Beach and Foxton Beach, setting out their visions and goals. We also refreshed our Community Wellbeing Strategy, Community and Social Development Action Plan and Age-Friendly Communities Strategy.

We supported activities important to our diverse residents, championed the arts with 17 exhibitions and awarded \$160,000 to organisations dedicated to public safety and connectedness. We also received \$342,000 in funding for the New Zealand libraries partnership programme COVID-19 response.

Our Community Development team also worked with over 350 participants across 19 workshops, ranging from governance training to parenting and first aid.

To relieve hardship in the wake of COVID-19 disruptions, we partnered with Department of Internal Affairs to hand back more than \$1 million in rates rebates and received funding and partnered with Horowhenua Learning Centre to deliver a new course to help jobseekers into meaningful employment.

With \$1.46m funding from the Provincial Growth Fund, Council partnered with three Pacific Churches to renovate their buildings making them safe, warm and fit for purpose.

We also rejuvenated Solway Park with the inclusion of a pump track and installed new climbing equipment at Levin Adventure Park.

In 2019, Levin was announced as a host town for 90 refugees. Although their journey here has been delayed by COVID-19, we look forward to welcoming them when restrictions ease.

Tā mātou mahitahi me te iwi Māori Our Māori partnerships



**E tū Kahikatea, hei
whakapae ururoa.
Awhi mai awhi atu,
tātou tātou e**

**Kahikatea stand together,
their roots intertwined,
strengthening each other.
We all help one another
and together we will
be strong**

As a Council, we are committed to recognising and upholding Te Tiriti o Waitangi and supporting iwi aspirations. In recognising that Māori have a unique perspective and place within our rohe, strong partnerships are vital to moving forward. Council is focused on building and enhancing relationships with Muāupoko, Rangitane o Manawatū, with Ngāti Raukawa ki te Tonga, and hapū representative body Te Tumatakahuki.

Internally, the newly formed Cultural Outcomes Team has developed a Tūhono ki te Ao Māori Induction Toolkit and a training framework for council staff and Elected Members. This will help us work better in partnership with Māori.

While we acknowledge that there is a long path to walk and a lot for Council to learn, there have been some encouraging outcomes over the past three years. After listening to iwi partners, Council unanimously voted to establish a Māori Ward for the 2022 Local Government election which will have two Māori seats. In collaboration with marae representatives, in 2021, 13 marae received water and wastewater upgrades using Three Waters stimulus funding totalling \$520k. In addition, five rangatahi were awarded Matauranga Māori Scholarships to commence study in 2022, in the areas of engineering, specifically in the three waters space, and environmental studies. Once their studies have finished, the rangatahi will return to the district, to apply their learnings

and contribute to the district's growth and wellbeing. Furthermore, our comprehensive, district-wide Matariki programme was developed in collaboration with iwi.

Council will continue to tautoko the Lake Domain Board, work to resurrect The Lake Accord and assist Lake Horowhenua water quality interventions through the Arawhata Wetland Jobs for Nature initiative. We will also continue to partner with iwi on developments such as Tara-Ika to the east of Levin and Levin's alternative water supply (Poads Road reservoir).

There is a need, now more than ever for Council to listen and work with Iwi, Hapu and Marae to ensure we can work together, supporting each others aspirations.

Ngā whakahoutanga a te Kāwanatanga

Government reforms





Three upcoming government reforms represent the biggest shift for local government since the 1989 amalgamations.

Taken together, Three Waters Reform, Resource Management Act Reform and the Future for Local Government review will bring huge opportunities and challenges for our rohe. That means our district, the Council and our elected members need to be ready for change and ambiguity as we work to understand our new roles and responsibilities.

About the reforms

All these reforms aim to achieve better outcomes for communities and the environment, improve efficiency, and give effect to the principles of Te Tiriti o Waitangi. They are, however, still a work in progress, with more changes likely in areas like building control, civil defence and emergency and waste management.

Three Waters Reform

After Havelock North's serious campylobacter outbreak in 2016, central and local governments began considering how best to regulate and manage the three waters: drinking water, wastewater, and stormwater. The aim was to make sure people have safe drinking water, that we're protecting our environment and that low-rate or high-growth areas can afford to maintain or build necessary water infrastructure. In 2021, the government announced it would transfer three waters assets from Councils to a body corporate.

This transfer is currently planned for 1 July 2024, so will be managed by the incoming Council. A lot of the details are still being worked out – parliament is currently considering the Water Services Entities Bill, which will define how the three waters services will be managed, and by which entities.

The next Council will need to advocate for Horowhenua to ensure the community gets the services it needs, particularly to ensure we have enough infrastructure for our growing community. We also must ensure we are compensated for the debt we have accumulated over time to pay for Three Waters infrastructure. Making sure our organisation is equipped to cope with this big change is also critical.

Resource Management Act Reforms

The Resource Management Act is being overhauled to protect and restore the environment to better enable development, better recognise Te Tiriti o

Waitangi principles, te ao Māori and mātauranga Māori and better prepare for and mitigate the effects of climate change. Overarchingly it is also intended to simplify the system, make it more efficient and keep local democratic input.

To do that, the government will introduce three new pieces of legislation:

- Natural and Built Environments Act – focused on planning and development within environmental limits and targets, giving effect to the principles of Te Tiriti and creating a single regional plan.
- Strategic Planning Act – broadly sets out how regions and communities will develop, integrating land use, major infrastructure and investment.
- Climate Adaptation Act – deals with the complex policy, economic and legal issues around adapting to the effects of climate change, including managed retreat.





The first two bills will be introduced into parliament in mid-2022, but the Climate Adaptation Bill won't be introduced until 2023. As these are enacted, we'll need to consider this reform in almost everything we do. Since we'll also be phasing out the old system, it will be an extremely complex and busy time.

Future for local government

A ministerial review panel is considering how best to help local governments achieve:

1. Strengthened local democracy
2. Stronger focus on wellbeing
3. Authentic relationships with hapū, iwi and Māori
4. Genuine partnership between central government and local government
5. More equitable funding.

The public will be able to have their say after the panel releases their recommendations, then the final report will be presented to the government next year. That means that soon after being elected, the new Council will need to respond to any recommendations the government chooses to take up.

For more information on the reforms have a look in the following links:

🔗 <https://www.dia.govt.nz/Three-Waters-Reform-Programme>

🔗 <https://environment.govt.nz/what-government-is-doing/areas-of-work/rma/resource-management-system-reform/overview/>

🔗 <https://www.dia.govt.nz/Future-for-Local-Government-Review>

Ngā wero nui kei mua i te aroaro

The biggest challenges we're facing

Like you, the Council has big aspirations for our district. We want to future-proof our infrastructure, prepare for the impacts of climate change, build great transport options, support our community and balance growth and community needs with financial sustainability. We also have big decisions to make around how we manage our waste.

It's a long wish list and our budget doesn't cover it all. That means balancing priorities and making tough calls about short-term vs long-term benefits. Here are some of the challenges we'll face over the coming three years – how you vote, or your election platform, should come from your opinion on these important kaupapa. Look for the questions throughout that will help develop your thinking.

OUR CHALLENGE

Te pakanga ki ngā putanga o te āhuarangi hurihuri me ōna karawhiunga

Confronting the realities of climate change and its effects



Ko ngā pae tāwhiti whāia kia tata, ko ngā pae tata whakamaui kia tina

The potential for tomorrow depends on what we do today

Tackling climate change and its impacts – there are no easy answers. When we take steps to minimise and mitigate climate change, that puts pressure on or takes away from other important activities in our district. While we've engaged with Wellington Regional Growth Framework and Horizons Regional Council on their action plans, we're still working to understand the road ahead for Horowhenua. We're taking a considered approach and have therefore yet to commit to an action plan of our own.

However, climate change is moving higher on the agenda as we start to see how it will impact us: more frequent and more intense droughts, heatwaves, floods and slips, storms and forest fires

and even freak weather events like the recent tornado, hail and thunderstorms in Levin. Also, there's more coastal erosion and sea levels are projected to rise 0.8 of a metre in our district by 2100. The challenges we're facing are:

- **Resourcing and funding climate action** – anything we do will need funding and someone to take charge of it. We'll need to decide how we fund that and what other important projects we'll scrap or delay.
- **Deciding what the council's role will be** – what role should the council play in this kaupapa? Should we stay in our reactive role or shift to being more proactive?
- **Bringing everyone along** – success will require a group effort – we'll want hapū, iwi, businesses

and the community to work alongside us. We'll need to decide on the education efforts required, and how to facilitate community projects and change mindsets so the changes are more acceptable.

- **Creating culture change within our organisation** – we must lead the business community by example to show how a sustainable organisation could operate.

Look at the link for more information on our website about climate change:

<https://www.horowhenua.govt.nz/Growth-Projects/Climate-change-for-our-district-and-region>

He aha ō whakaaro?
What do you think?

How do we balance climate action with our district's other pressing needs?

What role should the council play in the district's climate response?

How could we bring our community along for the journey?



Te whakawhanake i te tūāhanga tūnuku matarau kia toitū, kia tino hāngai ki te rohe



A choppy sea can be navigated by a waka

Our comparatively small population is spread across a wide area, making public transport impractical in the short to medium term. The opportunity, then, lies in three areas:

- 📄 <https://www.horowhenua.govt.nz/Council/Plans-Strategies/Horowhenua-Integrated-Transport-Strategy>

What else could we be doing?

[illegible]



OUR CHALLENGE

Te hāpai i te taurikura, i te kauawhi, me te manawaroa o te hapori

Supporting a thriving, inclusive and resilient community



Nāku te rourou, nāu te rourou ka ora ai te iwi

With your basket and my basket, the people will thrive

We're driven to ensure our people, whānau and the community have what they need to thrive and participate. We know that we can't achieve any of our other goals without doing this first. Our approach is outlined in our 2040 Blueprint, which details 12 action areas to improve liveability – amenities, programmes and facilities that benefit the community's needs – and prosperity, from initiatives that promote employment and affordability.

Backing community-led initiatives

Part of building the wellbeing of our people, whānau and communities is about amplifying and supporting those already doing the mahi. Council doesn't need to do everything, but what we can do is enable, advocate and facilitate for and on behalf of our community. By doing this, we can connect to

grassroots movements – those who are strongly connected to their communities and understand the practical difference they can make. It also means we're helping to build capacity and capability in our people, making these initiatives more sustainable than those directed by the Council.

Raising incomes

When communities are better resourced, they can more easily manage increases in rates or the cost of council services. Our average household and individual incomes are well below New Zealand levels – households are living on \$30,000 less per year and individuals earning nearly \$14,000 less per year. Projects have included the Mayor's task force for jobs that invested \$500k into supporting young people who were not in education

or training, and the Welcoming Communities Programme to make the places we love more welcoming for everyone. We've also been focusing on bringing up the capacity in young people.

Uplifting diverse communities

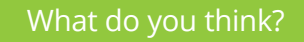
When all our communities are included, everyone wins. It means we benefit from a diversity of thought while also making sure all voices are heard. To do that, we need to remove or limit the barriers to participation these communities may face such as the creation of the Pacific Leaders Fono chaired by the Mayor, providing a voice for Pacific peoples and a vehicle for the distribution of vital information.

Growing Horowhenua's prosperity and liveability

Prosperity and liveability are two sides of the same coin. A liveable community without jobs or wealth is unsustainable, there is no point in a strong economy that doesn't deliver wider benefits to residents.

Boosting our economy is key to the wealth and prosperity of our people. Initiatives include attracting visitors to enjoy our beautiful environment and positioning our district as a logistics area, with the Ō2NL interchange at the industrial area. The Taitoko/Levin Town Centre regeneration is critical – it's a linchpin for bringing in third-party investment and its flow-on benefits. This project needs to be completed before the town is effectively bypassed by Ō2NL, around 2028. Our horticulture sector is an important tool – it aligns with a range of other strategic objectives, is already part of our identity and will help us build on our strong food culture in the district. We also need to help ensure our people are work-ready to make the most of these opportunities.

This growing prosperity will also give us the opportunity to add to Horowhenua's liveability with initiatives such as the Housing Action Plan, Horowhenua Integrated Transport Strategy, the Foxton Futures Strategy and improving parks, recreation facilities and the environment.



How should we be connecting with and supporting community-led initiatives?

[illegible]

OUR CHALLENGE

Te āta aro ki ngā āhuatanga ka hua ake i te tipu o te rohe me te whakapiki i ngā painga

Keeping pace with the demands of growth while maximising the opportunities that come with it



Manaaki whenua, Manaaki tangata, Haere whakamua

Care for the land, care for the people, go forward

Horowhenua has been growing, and it's not likely to slow down. Before 2014, our population hovered around 30,000. In less than a decade, it's grown to over 36,000 people and is projected to double, and reach 63,000 by 2041.

Lots of Councils around the motu are grappling with growth – we can't change that, but we can decide how to achieve smart growth. That means protecting the things we value about living here – to keep the soul of Horowhenua as we grow. That will take resources and planning to get the timing right – build too soon and we've paid for something we don't use, leave it too late and we hold back our district or miss opportunities.

Even so, this growth is also an exciting opportunity. If we're active, engaged and proactive, we have a once-in-a-lifetime chance to leave a positive legacy – to quite literally build the future of Horowhenua. Imagine if what we did today meant future generations had access to transport, amenities, jobs, parks, rich nightlife, culture and housing that suits all kinds of people, families and incomes. It will come with pros and cons for our communities, but we'll achieve better outcomes for everyone if we plan for that growth now.

Funding growth

The biggest issue is how we pay for it while balancing short- and long-term benefits. We use borrowing to fund new infrastructure, within strict limits. Taking on more debt will come with more risk. Other ways to pay for this work are to raise rates or the cost of council services – with an unwelcome direct impact on our communities.

We've already reintroduced development contributions where developers pay a levy towards future infrastructure, and the government has also come to the party – infrastructure for the Tara-Ika growth area was funded as a shovel-ready project, which shortened timeframes from 20 years to five.

Planning new homes

The homes we build now will create the lifestyles our communities enjoy in the future. So, what kind of housing should we be building to support our economy and our communities? Building homes that suit different kinds of families, as part of a neighbourhood, with planned parks, safe footpaths for children and local amenities: all this can ensure communities have a high standard of living, regardless of income levels.



He aha ō whakaaro?

What do you think?

Horowhenua is growing – what must we protect to maintain the things we value?

How should we pay for the investments we need to make? We could take on more debt, raise rates, and/or the cost of council services.

What kinds of homes should we be building? What mix of housing and kinds of neighbourhoods would suit us?



OUR CHALLENGE

Te whakataurite i ngā hiahia o te hāpori me te toitūtanga ahumoni

Balancing community needs and expectations with financial sustainability



Mahia i runga i te rangimārie me te ngākau māhaki

With a peaceful mind and respectful heart, we will always get the best results

The council manages our district's infrastructure and facilities on your behalf – that's \$750m in assets – and most of our annual budget is funded by rates.

We don't have enough money to pay for everything our communities need and want. We have to manage our finances carefully, juggling priorities and making sacrifices. With limits on how much we can borrow, we have to plan large-scale community projects carefully, and this could mean delaying projects so we can prioritise infrastructure.

Our voters and our Elected Members will need to decide on whether we keep managing the money we have or take steps to borrow more, raise rates and/or work to build revenue in other ways.

Lending – should we be borrowing more?

We've set our loan levels at 225% of operating income – that's so we can be sure we'll be able to repay it. We're rated externally by Standard and Poors on our credit rating and have been upgraded to an AA-, which shows we're improving our financial management.

Our borrowing limits seem sensible to some and too conservative for others, given the huge projects we need to implement – finding that balance is a key issue we'll be grappling with.

How to build our revenue

We've already reintroduced development contributions, and this will generate about \$4 million a year – which helps to pay for growth infrastructure. To build more revenue, we've also been focusing on encouraging investment, and attracting industry into the rohe. For example, The Horowhenua Company works alongside big corporates to manage and promote economic development.

There are also big commercial opportunities on the horizon for Horowhenua and we need to prepare for them now. For example, our location in the lower half of the North Island makes us an ideal spot for a logistics hub. To build that we'll need to uplift our industrial zone land and invest in our roading to ensure they can handle the increased heavy traffic.

Continue delivering value for money

We rely heavily on our rates and can't keep them as low as we would like. Efficiency is key – it's very pleasing to see that we're the fourth-lowest operating spend per ratepayer of New Zealand Councils. A revenue and financing policy helps us make these assessments, so we're making fair, balanced decisions about who benefits from and pays for council services.

Communicating better with our communities

When it comes to finances, there's little chance we'll deliver to everyone's expectations. What we can do is get better at helping our residents understand the complexities around these decisions and the cost and timeframes involved in each project – especially when the costs we share are provisional and likely to change. Striving to communicate better means we help maximise the number of people eligible to get the rates rebate.



Spreading rates charges more fairly

Some of our people, whānau and communities are doing it tough – it means some areas are spending a much higher percentage of their income on rates. This issue is important for renters too, who are paying rates indirectly through their rents. A rates review will look into whether we should be sharing costs differently and may include a remission policy for those on low incomes. Iwi will be an important part of this review process to contribute a Te Ao Māori point of view.

He aha ō whakaaro?
What do you think?

Should residents directly pay for the facilities they use, or should we split costs out across rates, so lower-income homes pay less?

What does 'fairness' mean to you when it comes to rates?

Should we take on more debt to pay for much-needed infrastructure and risk lowering our credit-rating score?

What does 'value-for-money' look like in the short and long term?

What kinds of industries should we be aiming to attract?



OUR CHALLENGE

Te urupare ki ngā tūraru ka pā ki ngā tūāhanga a te kaunihera

Managing increasing pressure on council infrastructure



I orea te tuatara ka patu ki waho

A problem is solved by continuing to find solutions

Some of Horowhenua's infrastructure and public facilities are coming to the end of their lives or don't suit our growing population. We need to put in the infrastructure now and renew and upgrade our existing assets to support people, homes and businesses, while still protecting the things we value about living here:

- Many of our water and wastewater pipes are far beyond their life expectancy, with the oldest and most fragile pipes needing replacement. Similarly, our pump stations are frequently under stress and getting more costly to maintain, repair and upgrade. We've made some headway in this area, but not to the level we hoped. We have active plans in place to do better next year.

- The Foxton Pools building is no longer fit for purpose and needs upgrading. Works are due to commence next year.
- Levin Aquatic Centre is nearing capacity as the local population grows. We're investigating options to expand the facility.
- Ongoing water restrictions are of particular concern for Levin. There is currently one source of water that will not support the needs of our growing community. We are investigating options to increase Levin's water supply.

Managing community expectations

The work we do here at HDC impacts the real lives of our residents. Navigating budgets, timelines and other priorities means we can't always deliver exactly what our community wants or expects.

Underspending on capital projects

This and next year, we had planned to spend \$105 million on capital expenditure projects - some of this was going to be funded by borrowing. Current projections suggest we'll only spend \$65 million, because projects have been delayed due to a number of factors - resource consents, supply chain

challenges and the need for us to improve the way we plan and execute projects. Ōtaki to North Levin (O2NL) delays have had a knock-on effect as well.

The remaining budget will have to be spent in future years to keep pace with growth. The delays put us behind on delivering the infrastructure we need for growth. This also meant we didn't borrow and pay as much interest as we thought we would need. Where we have collected more in rates than we needed for interest costs, we will use this to reduce the planned 7.4% rates increase in the LTP to 7% for the 2022/23 year.

He aha ō whakaaro?
What do you think?

What should be the focus of our
infrastructure investment?

What would you do differently?



OUR CHALLENGE

Te whakapai ake i ngā whakahaere para

How we better manage our waste



Whatungarongaro te tangata, toitū te whenua

As man disappears from sight, the land remains

Aotearoa New Zealand is one of the highest generators of waste per person in the world. Everyone has a role in minimising and managing waste to reduce its impact on our environment. The council is already taking a number of steps, but there's more we need to do.

Reducing our waste

We're already working towards reducing and reusing waste. The Horowhenua Waste Minimisation and Management Plan (WMMP), adopted in 2018, sets targets and actions for dealing with waste for the following six years. Some initiatives include a recent recycling trial to turn food and beverage cartons into low-carbon building materials and specialised recycling points for

bread tags, lightbulbs and batteries. We will also consider how we manage food waste, which creates methane in landfills, and the substantial, and often toxic waste generated by construction and demolition. Read the WMMP plan:

<https://www.horowhenua.govt.nz/Council/Plans-Strategies/Horowhenua-Waste-Management-Minimisation-Plan>

Increases to the national waste disposal levy

Reducing the amount of waste we generate is the right thing to do for our environment and will save us money. The government will be progressively increasing the national waste disposal levy from \$10/tonne to \$60/tonne in 2024, and will use the extra money to go towards initiatives to reduce waste and encourage resource recovery.

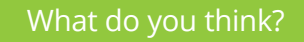
Deciding on Levin Landfill

The community has raised concerns about the old Levin Dump and the wider Levin Landfill site. Our role is essential in navigating critical decisions to ensure we meet our environmental stewardship obligations is essential.

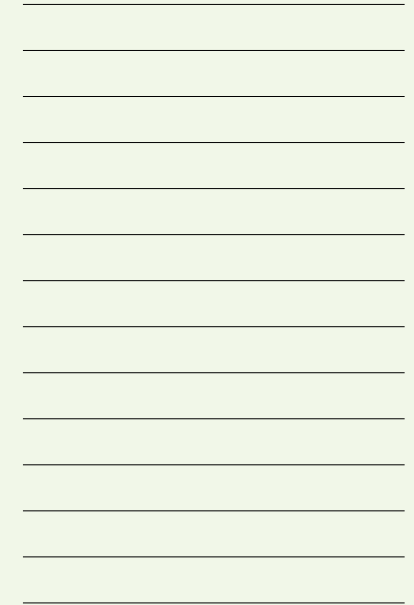
We've consulted within the community and iwi on the future of the Levin Landfill, but at the time of writing this report the decision has been deferred. The incoming Council will need to examine where Council have got to with this decision. If a decision has not been made, the incoming Council will need to prioritise making a decision, weighing up the economic realities of the landfill and Solid Waste activity, and how these align

with our environmental and cultural aspirations. This link explains more about the future of Levin Landfill:

<https://www.horowhenua.govt.nz/Council/Participate/Have-Your-Say/The-Future-of-the-Levin-Landfill-Te-Anamata-o-te-Ruapara-o-Taitoko>



What role should we play in minimising and managing waste?



Ngā hinonga matua

Major projects



\$37.4m

Alternative water source for Levin

The Poads Road water supply reservoir will help meet the growth needs of Levin and improve the resilience of the supply. That means Levin will have a reliable supply of drinking water even if river levels are low. We are ahead of schedule in our planning for this important project. Subject to consent, we'll spend the bulk of the budget in the 2026/2027 year.



\$6.7m

Lake Horowhenua

The restoration of Lake Horowhenua is a key transformational action in the Horowhenua Blueprint. While Council is only one party in achieving this restoration, investment in Council's stormwater network, with particular emphasis on the Queen Street Drain, will be a fundamental investment decision for Council in the coming term.



\$8.9m

Tokomaru Wastewater Treatment Plant

Work is progressing on the concept design of the land disposal application area. Current work is focused on collecting data for the technical effects assessment, including monitoring groundwater levels. This will inform the design of the land application and additional storage. Wastewater process specialists are also engaged. The project team is also engaging with iwi on this kaupapa and are, on track for lodging the consent application towards the end of 2022.



\$4.6m

Levin North-East Stormwater drainage

This project will deliver a series of stormwater attenuation ponds in the north-east corner of Levin to support housing growth in the area. The ponds will help reduce the effects of stormwater discharge in the area.



\$30.5m

Subsidised Roding – road improvements due to Ō2NL

Design for roading improvements will commence in 2022/2023 but construction will not begin until 2023/2024. This will include a roundabout at the corner of Tatarua Road and SH7, which will significantly improve safety.

While the \$1.5 B Ō2NL is not a council project, it is a major project happening in the rohe. The council will need to contribute considerable time and resource to work with Waka Kotahi to ensure the best outcomes.



\$3.2m

Waitārere Beach Surf Life Club design and build

The coast at Waitārere beach has expanded over time, meaning the Surf Life Club building is now too far from the shore. It is also earthquake prone. Council has consented and begun the design for a new Surf Club building closer to the shore, with construction scheduled for completion by 2024.



\$2.6m

Foxton Pool redevelopment

Engineers have found the building at Foxton Pools is in poor condition and suffers from significant condensation issues. The rebuild of this facility will make it fit for purpose, allow for year-round use and mean it can be expanded in the future. At the time of writing this report, the indicative costs for the rebuild are higher than what is budgeted, and guidance is been sought by Elected Members on how we manage that.



\$34.6m

Tara-Ika infrastructure

Working alongside Crown Infrastructure Partners, we will begin constructing the public Three Waters, roads, parks and reserves infrastructure needed to support 3,500 new homes in the Tara-Ika growth area.

New water and wastewater pipes have already been laid in Queen Street and are well underway along Tatarua Road and Cambridge Street.

Te ahumoni Financials





Our council needs to focus on delivering services in the most efficient and effective way. And while the data shows our operating costs as the fourth-most efficient Council in New Zealand, we know that our community doesn't always feel or see that in our work. Our higher borrowings have put the squeeze on our balance sheets. Even so, our Standard & Poor's rating has recently been raised from A+ to AA-.

On the following pages, you'll find summaries of our financials from the past three years and what we're projecting for the next three.

How to read the financials

Everything the council owns – our assets, and owes – our borrowings, is shown in the summary statement of financial position on page 50. Our non-financial assets, which total \$750 million, are the assets we take care of on behalf of Horowhenua residents. These are made up of infrastructure, like our water treatment plants, and community facilities like libraries, parks and reserves. The liabilities are our total borrowings.

Where we get our income and how we use it

Our sources of funding – operating and capital, and our spending – OPEX and CAPEX, are summarised in the funding income statement on pages 48 and 49.

Operating funding

The statement shows what money came in over the last couple of years, how we've used it and what we think we'll earn and spend over the next three years. The first side of the statement shows our operating income from rates, grants, fees and some charges such as pool entry and

hall rental, along with the interest we earn on our term deposits. You can see that rates are our main source of income.

We use this operating funding to pay for day-to-day services and maintenance of our assets. This includes paying our staff and businesses who supply services to the district. It also covers the interest on what we've borrowed.

Capital spending

The second half of the statement shows where our income for capital spending comes from. We use our capital funding for replacing existing assets, building new assets and accommodating growth in our district. Funds for this come mainly from grants, development contributions and borrowings (debt), which is the biggest source. Most of our grants are from Waka Kotahi for our roading, footpath and cycleway network. Property developers and individuals subdividing their properties also contribute to the costs of providing services, such as infrastructure.





How we're doing against our financial strategy limits

In our financial strategy, we set limits on how much we can borrow and how much we earn from and increase rates. We decide on these limits alongside the community when we develop our long-term plans to ensure rates are as affordable as possible, and we keep borrowing down, while also maintaining services and preparing for the future. The graphs show how we are tracking against those limits.

Our rates compared with the limits we've set

Our income from rates has kept within our limit for the past three years and we project this will continue. We are acutely aware of the impact that rates increases have on our residents, particularly those on low and fixed incomes.

Our borrowings compared with the limits we've set

We have kept borrowings within the set limits – currently, our borrowings are 163% of our operating income.

Looking at borrowing against income is a way to measure how easily we could handle and repay borrowings in the future. It is one of the key measures used by Standard & Poor's when they determine our credit

rating. While we could borrow more (up to 300%), when we renewed our financial strategy in 2021, we chose to limit it to 225% of operating income, so we can afford to replace infrastructure in the future.

Our returns on investments compared with targets

Council is an equity holder in three companies (listed below). Council does not hold these equity interests to receive a financial return. The reason for holding the share is strategic, to foster efficiencies and positive outcomes in reducing costs. Council holds an investment in Civic Financial Services Limited.

We have not separately disclosed returns on investment but we are achieving our targeted interest.

COMPANY	SHAREHOLDING	PRINCIPAL REASON FOR INVESTMENT	BUDGETED RETURN
Manawatū-Whanganui Local Authority Shared Services Ltd	\$16,000 (14.29%)	Efficient cost-effective back office functions	nil
New Zealand Local Government Funding Agency	\$100,000 (0.4%)	Cost-effective borrowing	\$6,000 pa
Civic Financial Services Ltd	\$104,000 (1.0%)	Historically for risk management, and ensuring a competitive insurance market	nil

Funding Impact Statement

	2019/2020 ANNUAL REPORT \$000	2020/2021 ANNUAL REPORT \$000	2021/22 ANNUAL REPORT \$000*	2022/23 AP FORECAST \$000	2023/2024 LTP FORECAST \$000	2024/2025 LTP FORECAST \$000	2025/2026 LTP FORECAST \$000
Sources of operating funding							
General rates, uniform annual general charges, rates penalties	10,501	10,305	11,729	11,486	12,048	11,935	11,437
Targeted rates	29,886	28,964	31,607	35,741	39,173	42,630	47,229
Subsidies and grants for operating purposes	1,998	6,778	4,350	2,120	1,793	1,956	2,013
Fees and charges	4,857	4,341	4,698	3,693	5,062	5,183	5,310
Interest and dividends from investments	370	111	70	211	210	214	219
Local authorities fuel tax, fines, infringement fees, and other receipts	4,006	4,240	5,352	5,162	4,635	4,671	5,881
Total operating funding (A)	51,618	54,739	57,806	58,413	62,921	66,589	72,089
Applications of operating funding							
Payments to staff and suppliers	40,536	45,305	49,732	48,240	48,588	48,194	49,061
Finance costs	3,343	2,565	2,650	3,467	4,492	4,807	5,269
Other operating funding applications	-	-	-	-	-	-	-
Total applications of operating funding (B)	43,879	47,870	52,382	51,707	53,080	53,001	54,330
SURPLUS (DEFICIT) OF OPERATING FUNDING (A - B)	7,739	6,869	5,424	6,706	9,841	13,588	17,759

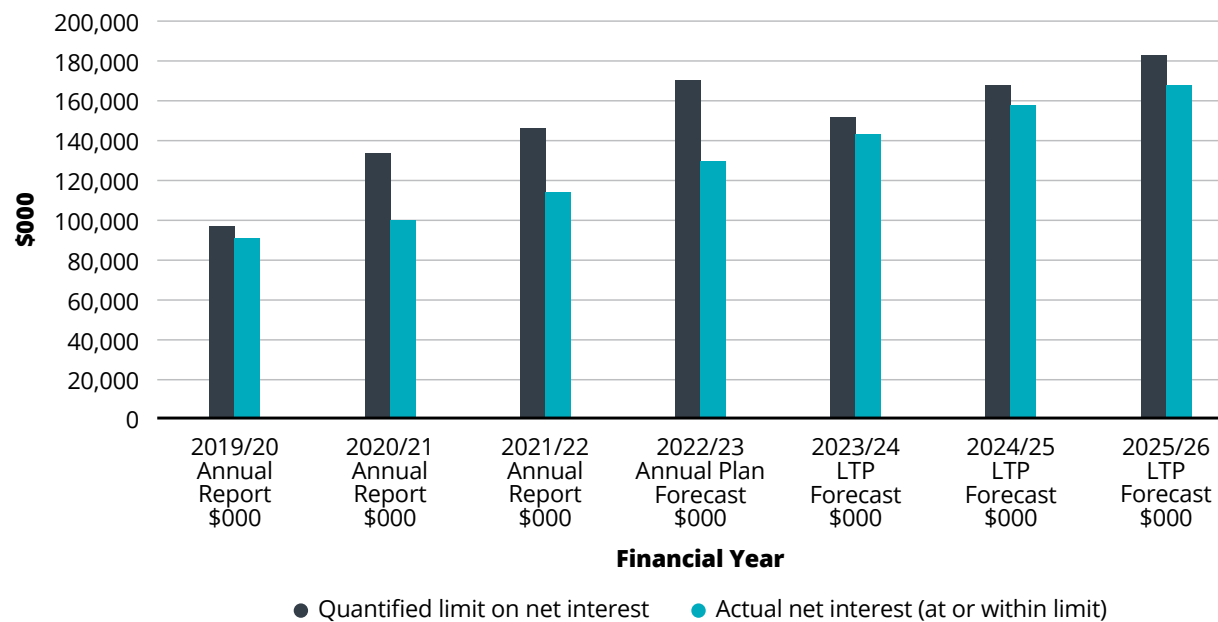
Funding Impact Statement

	2019/2020 ANNUAL REPORT \$000	2020/2021 ANNUAL REPORT \$000	2021/22 ANNUAL REPORT \$000	2022/23 AP FORECAST \$000	2023/2024 LTP FORECAST \$000	2024/2025 LTP FORECAST \$000	2025/2026 LTP FORECAST \$000
Sources of capital funding							
Subsidies and grants for capital expenditure	3,039	12,873	6,658	16,605	4,311	7,641	8,704
Development and financial contributions	-	-	309	1,461	4,520	4,643	4,643
Increase (decrease) in debt	10,000	2,000	21,000	12,086	10,472	15,417	10,741
Gross proceeds from sale of assets	5,302	2,040	1,144	4,180	11,874	5,067	1,083
Lump sum contributions	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-
Total sources of capital funding (C)	18,341	16,913	29,111	34,332	31,177	32,768	25,171
Applications of capital funding							
CAPITAL EXPENDITURE							
to meet additional demand	1,079	2,616	9,410	10,349	16,874	18,372	11,010
to improve the level of service	9,219	18,211	9,417	7,005	10,605	10,450	11,661
to replace existing assets	7,596	10,872	12,974	17,646	12,295	18,349	19,283
Increase (decrease) in reserves	12,985	(7,994)	2,734	6,038	1,244	(815)	976
Increase (decrease) of investments	(4,799)	77	-	-	-	-	-
Total applications of capital funding (D)	26,080	23,782	34,535	41,038	41,018	46,356	42,930
Surplus (deficit) of capital funding (C - D)	(7,739)	(6,869)	(5,424)	(6,706)	(9,841)	(13,588)	(17,759)
FUNDING BALANCE ((A-B)+(C-D))	-	-	-	-	-	-	-
Depreciation	14,516	15,399	14,830	17,196	16,330	17,135	18,114

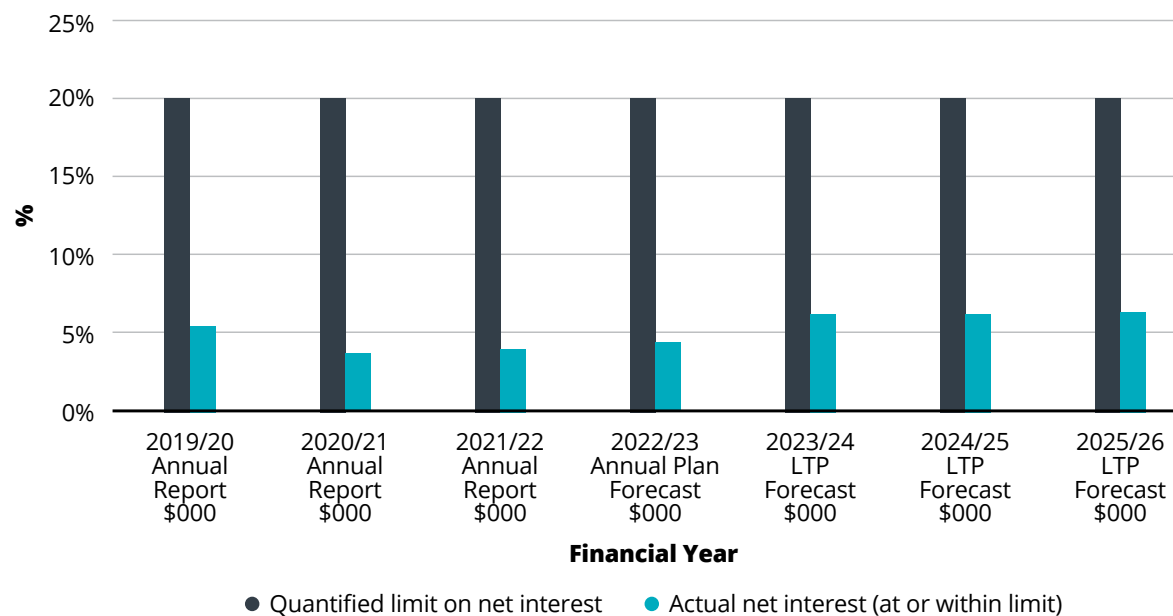
Summary Financial Position

	2019/2020 ANNUAL REPORT \$000	2020/2021 ANNUAL REPORT \$000	2021/22 ANNUAL REPORT \$000	2022/23 AP FORECAST \$000	2023/2024 LTP FORECAST \$000	2024/2025 LTP FORECAST \$000	2025/2026 LTP FORECAST \$000
Assets							
Current assets	13,402	18,450	23,868	13,408	28,697	25,140	24,285
Non-current assets	478,235	731,004	742,910	800,689	808,619	861,684	920,525
Total assets	491,637	749,454	766,778	814,097	837,316	886,824	944,810
Liabilities and ratepayers' equity							
Current	20,595	46,102	34,940	39,102	33,879	28,323	29,578
Non-current	49,523	86,916	106,544	105,090	152,171	173,741	183,638
Total liabilities	70,118	133,018	141,484	144,192	186,050	202,064	213,216
Ratepayers' equity	421,519	616,436	625,294	669,905	651,266	684,760	731,594
Total liabilities and ratepayers' equity	491,637	749,454	766,778	814,097	837,316	886,824	944,810

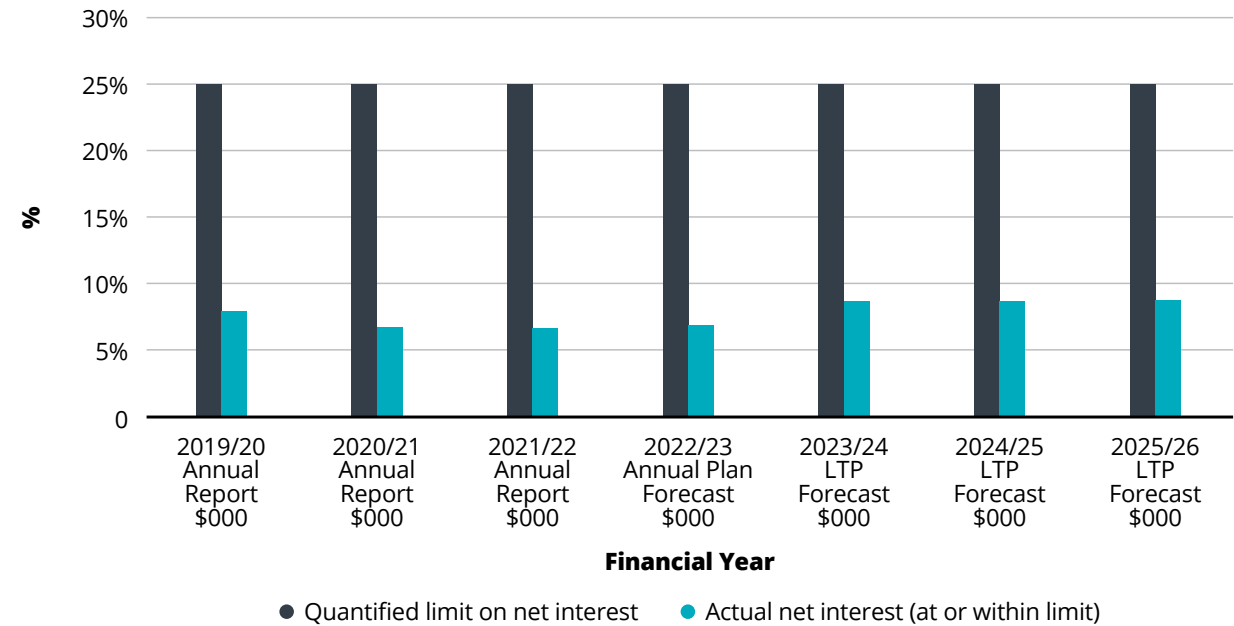
Net Debt to Operating Revenue



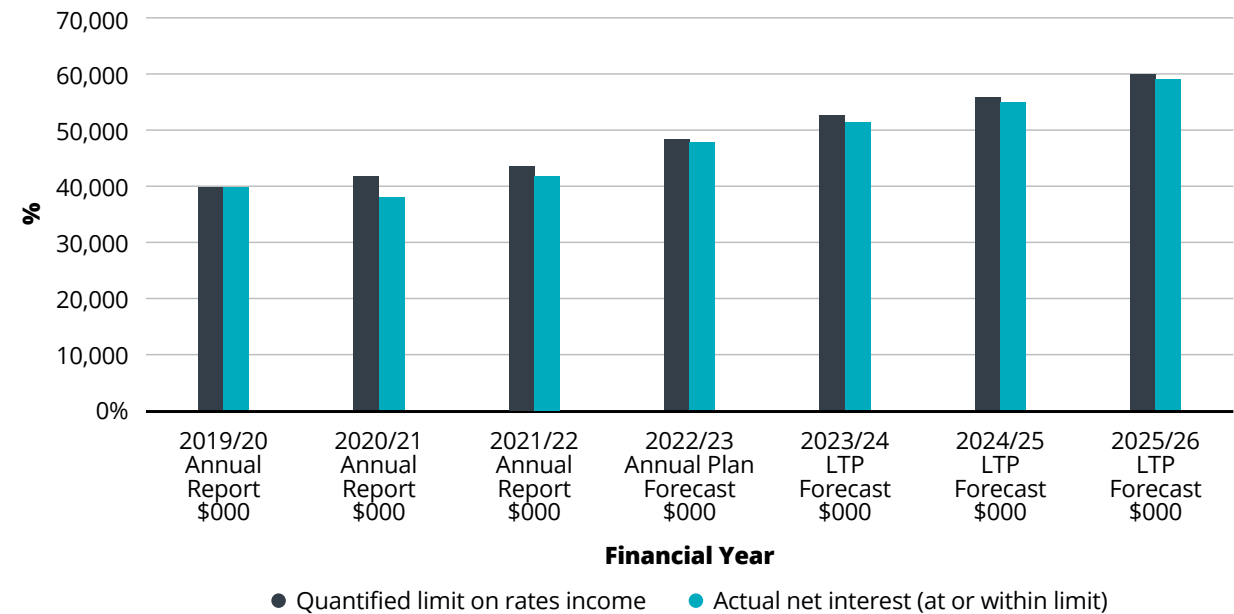
Net Interest to Operating Revenue



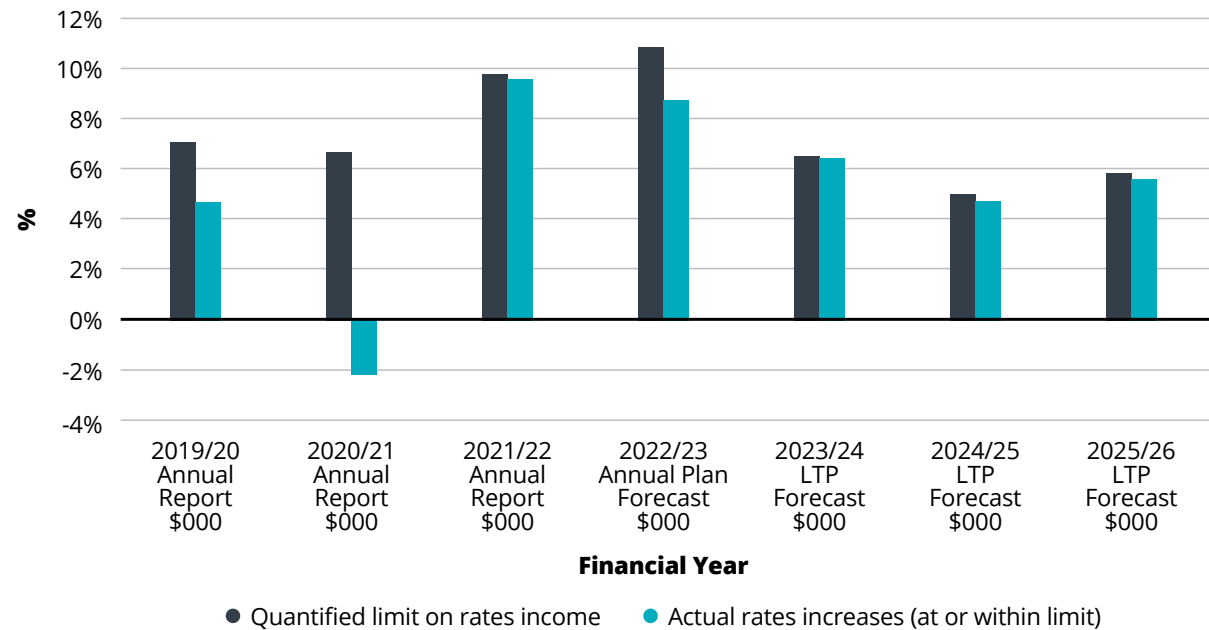
Net Interest to Rates Revenue



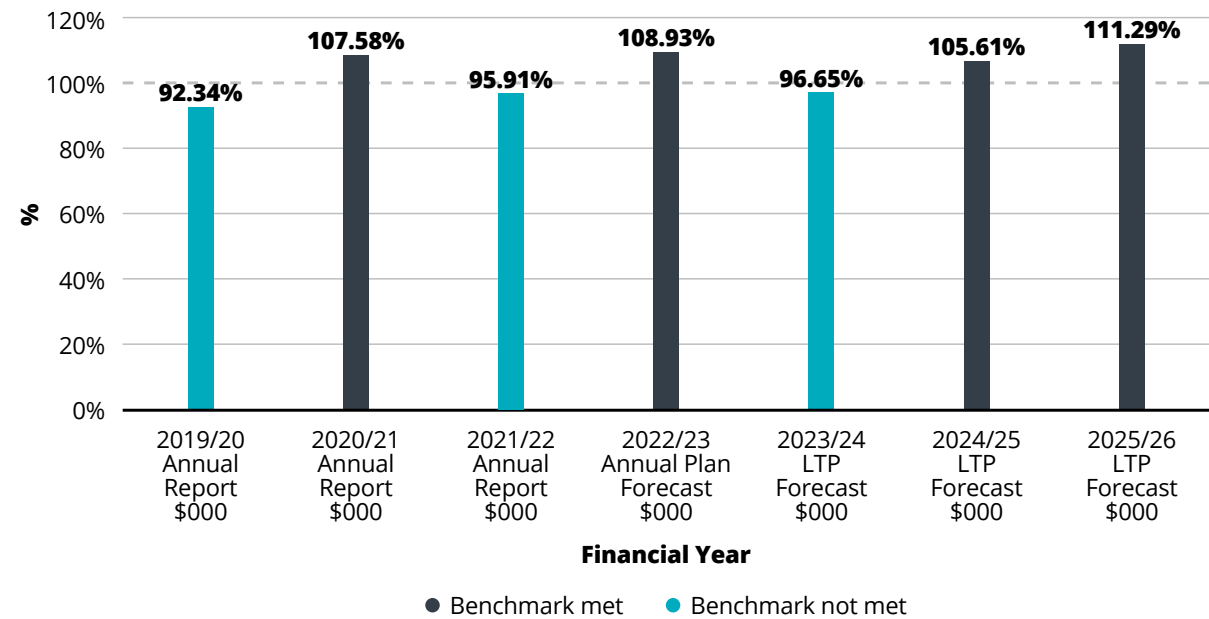
Rates (Income) Affordability



Rates (Increase) Affordability



Balance Budget



**He nui ake i te whakaputa
whakaaro noa iho – ko te
whakatinanatanga kē**

**It's more than ideas –
it's making things happen**

Voting or standing in the next election means you
help build the future you want for Horowhenua.
Here's how to be involved.



Stand – become a candidate!

Calling all our local heroes – Horowhenua needs diverse representation to create a bright future for all our tangata and for our whenua. Consider becoming a candidate for Council so you can shake things up, no matter what your background.

How to become a candidate

Elected Members of Council come from all walks of life – you don't need any special qualifications. As long as you're a New Zealand citizen, over 18 years old and on the electoral roll – you're in with a fair shot. Here's what to do:

- Complete a nomination form from 15 July and before 12 noon on 12 August 2022.
- Get two people to nominate you – they must live in the ward you are standing for, be over 18 and enrolled to vote in Horowhenua.
- Pay a nomination deposit of \$200 – you may get a refund, depending on how many votes you get.

There's a lot to think about when deciding to stand. Make sure you check out the website and read the candidate handbook:

<https://www.horowhenua.govt.nz/Council/Participate/Elections/2022-Election>



Vote – have your say!

Decisions made by Council affect you, your mokopuna, whānau, community and Horowhenua as a whole. Three years ago, only 54% of people in the district voted. We're guaranteed a brighter future if everyone has their say.

2022 election information

If you're enrolled, you can expect to get your voting papers in the mail from Friday 16 September 2022. Then just post them back or drop them in a ballot box by 12 noon, Saturday 8 October 2022. Make sure your address details are up to date on the vote NZ website:

<https://vote.nz>

How to get involved

To make your vote count, you need to decide what is important to you. Reading and thinking about this report is a good first step, but here's what else you can do:

- Attend 'Meet the Candidate' events. Here you'll find out which candidates are focusing on issues important to you.
- Read our website to find out key dates and information.
- Read the candidate information packs we send out.
- Contact candidates and talk to them about issues important to you.

Dates you need to know

15 July

nominations open

3 August

candidate briefing

12 August

nominations close
12 noon

16 September

voting opens

8 October

voting closes 12 noon





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