Long Term Plan Workshop and Briefing Day Material - 11 & 12 November 2026

Council Chambers
Waipā District Council
101 Bank Street
Te Awamutu

Members
Mayor MJ Pettit, JM Davies-Colley, LV Bennett, AA Camson, RDB Gordon, ML Gower, PA Kempthorne, MG Montgomerie, DM Morgan, CS St Pierre, DH Taylor, SL Walsh

Purpose of a Workshop
Workshops are informal sessions where elected members can discuss issues outside formal council meetings. They're often used to explain complex topics and give members the background they need to make good decisions. Workshops allow open discussion with staff, but they cannot be used to make decisions or pass resolutions—those must happen in official meetings under the Local Government Official Information and Meetings Act 1987 (LGOIMA).

11 November 2026 12:30 PM
12 November 2026 09:15 AM

Agenda Topic — Page

Karakia Timatanga 2

2027–37 Long Term Plan – Budget workshops 3

- Attachment 1: Workshop slide pack 9
- Attachment 2: Project roadmap 37
- Attachment 3: Capital investment sheets and maps 45
- Attachment 4: Ahu Ake – Iwi and Mana Whenua priorities 84
- Attachment 5: Draft Property Strategy 88
- LGFA Presentation - 12 November 2026 98
- Additional presentation - 12 November 2026 107

Karakia Whakamutunga 123

HE KARAKIA TIMATANGA

Tākina te mārama ki a tātou.	*Let the light be called forth to shine upon us.*
Tākina te aroha ki a tātou.	*Let love be called forth to rest among us.*
Tākina te rangimārie ki a tātou.	*May peace be called forth to dwell between us.*
Ko Pirongia me Te Kawa,	*Our mountains Pirongia and Te Kawa,*
Ko Maungatautari,	*Maungatautari, and Kakepuku.*
Ko Kakepuku ngā maunga.	*Our rivers Waikato and Waipā.*
Ko Waikato, ko Waipā ngā awa.	
Tihei **mauri ora**!	*Behold, the breath of life!*

MEMO

To:	Elected Members
From:	Finance and Commercial Director
Date:	11 - 12 November 2026
Subject:	2027–37 Long Term Plan – Budget workshops

1. PURPOSE

This memo provides Elected Members with background information for the budget workshops for the 2027–37 Long Term Plan (LTP), to be held on 11 and 12 November 2026.

This memo is supported by the workshop slide pack which is attached at **Attachment 1**.

2. WORKSHOP OVERVIEW

These workshops are the next step in the LTP budget process, following the first budget workshop on 22 October. They will support Elected Members to refine the budget and work through key choices and trade-offs, ahead of approving a draft budget for community consultation.

The primary purpose of the 11 and 12 November workshops is to seek guidance on Council's capital programme, which will enable staff to further develop the draft budget.

Elected Members will receive a recap of the core budget from 22 October. To support Elected Member discussions on the capital programme and broader budget considerations, the workshop will include what we have heard through early community engagement to date, and an update on our legislative context and a session with the Local Government Funding Agency (LGFA).

The workshops also include a session on the draft Property Strategy, building on earlier strategy workshops. Including it in this session allows Elected Members to consider the links and dependencies between the Property Strategy and the LTP.

The budget will be further progressed at the next LTP workshop on 26 November, which will include detailed activity operating budgets.

Waipā DISTRICT COUNCIL

MEMO

3. WHERE WE ARE IN THE LTP

A project update was provided at the 22 October workshop, including a roadmap with key milestones for the remainder of 2026 and through to LTP adoption.

An updated project roadmap is attached at **Attachment 2**. Project monitoring with detailed information on key components of the LTP will be provided to the Growth Strategy and Planning Committee as part of regular LTP project updates.

There are several parallel workstreams underway which culminate in Council approval of an LTP package of materials on 16 December. Workshops through November and early December will give Elected Members the opportunity to provide final guidance on several key elements before they are presented back to Council for approval.

Updated workshop schedule

The November-December workshop schedule has been revised so that Elected Members receive information in a logical order with joined up conversations; the changes are:

- The **Development Contributions Policy** is now scheduled for the 26 November workshop to support the further budget discussions.
- The **LTP Performance Management Framework and performance measures** are now scheduled for 3 December to enable that conversation to sit alongside budget and level of services decisions once a firmed-up budget has been developed.
- The **Significance and Engagement Policy** has been removed as a workshop item, as the review is limited in scope, with the key change being the removal of waters infrastructure from Council's strategic assets. The updated policy will be presented directly to Elected Members for approval on 16 December.

An updated workshop schedule is included in the project update at **Attachment 2**.

4. CAPITAL PROGRAMME PRIORITISATION EXERCISE

The primary aim of these workshops is for Elected Members to provide guidance on the capital programme.

At the 22 October workshop, Elected Members were provided with an overview of the process staff have undertaken to present the capital programme in a meaningful way that supports decision making.

Full lists of capital projects grouped by place and by Growth, Levels of Service and Renewal are attached at **Attachment 3**. The projects have been categorised as "Must do", "Should do" and "Could do". Definitions and examples of each category is provided with the capital sheets and in the attached slide pack.

It is assumed that anything in the "Must do" category is in the base budget. Those projects in the "Should do" and "Could do" category are currently unfunded.

Staff are seeking feedback on the capital programme by place. A substantive portion of the workshop will focus on a prioritisation exercise. Taking an exceptions-based approach, the workshop will focus on any items that should be excluded from the "Must dos". Items in the remaining "Should do" and "Could do" categories will then have their priority confirmed.

This prioritised list, together with the feedback elected members have provided on financial parameters, will then be used to determine which projects are funded and unfunded in the LTP. The resulting funded and unfunded programme will be shared at the workshop on 26 November and the financial impacts of this.

Community aspiration projects

The community aspiration projects included in the capital programme are a list of projects that are a combination of "cornerstone" projects, funding requests from the last LTP, legacy projects and additional projects identified by Elected Members through LTP workshops. These are a mix of "Should dos" and "Could dos" in the capital sheets and are marked as community aspiration projects.

Guidance will be sought at the workshop if any community aspiration projects are to be included as a 'Should do' and therefore considered for funding as part of an overall prioritised list of projects. Further discussion on these will take place at the workshop on 26 November.

Note, six of the 29 community aspiration projects are opex. The full opex programme will be presented as part of the 26 November workshop.

5. LGFA SESSION

On 22 October, Elected Members indicated support for a session with the LGFA. This session will enable elected members to have distinct dialogue with Andrew Michl from LGFA about Council's borrowing arrangements with LGFA given we have now separated our water and wastewater activity out to WWL.

6. EARLY ENGAGEMENT

Early engagement is a useful way to test sentiment from the community to inform the development of the LTP. Early community engagement opened on 27 October, with events across the district and an online survey promoted with a media release and through social media.

Waipā DISTRICT COUNCIL

MEMO

The purpose of early engagement is to hear what matters most to our communities to inform the development of the LTP which will be consulted on in March-April 2027.

The summary below reflects the responses received to date, noting that feedback is open for two more weeks:

- **Priorities**: Feedback indicates the current funding distribution across activities and services is about right.
- **Trade-offs:** Most people said their view on service levels depends on the service. Some would accept lower service levels to limit rates rises, with governance the area people would most readily accept less.

Common themes in the open comments were:

- **Look after what we have first** – the strongest theme, with concern about the condition of roads and a preference for maintenance over "nice to haves".
- **Growth should pay its way** – developers should meet a fair share of infrastructure costs.
- **Affordability and value for money** – recent rates rises were described as unsustainable, with questions about Council's own costs.
- **Fairness across the district** – including concerns about Te Awamutu and Pirongia, and traffic and a Cambridge bridge for Leamington.
- **Green space** – support for protecting green space
- **User pays** – mixed views on user pays.

Staff will continue to promote engagement through Council channels to ensure we are getting as much feedback as possible to inform the development of the LTP for formal consultation. Feedback closes on 22 November.

Iwi engagement

Staff have met with Waikato-Tainui (as part of a presentation to multiple councils) and with Ngāti Haua and Ngāti Korokī Kahukura to discuss iwi and mana whenua aspirations and priorities to be considered through the LTP and Council's broader work. Feedback identified included broadening the scope of priorities already identified in Ahu Ake, supporting cost of living, protection of iwi interests through reform processes and digital connectivity. All identified priorities will be considered through the development of the LTP and other relevant planning processes. We will continue to work in with iwi through the development of the LTP and ensure they know how their priorities and aspirations are reflected in council planning processes.

Iwi and mana whenua priorities identified in Ahu Ake as attached as **Attachment 4**.

7. LEGISLATIVE CONTEXT

The Local Government (System Improvement) Bill has recently received Royal assent, introducing changes that will need to be reflected in the development of this LTP.

These include changes to the purpose of local government, the introduction of core services, and mandated groups of activities that councils must report against.

The workshop will provide an overview of these changes and their implications for the LTP. This forms part of the broader legislative reform environment in which the LTP is being developed.

Staff have been monitoring legislative changes and sector guidance to understand their implications and ensure relevant requirements are incorporated into the LTP as it develops.

Staff will continue to monitor further legislative change, particularly following the general election on 7 November and as the incoming Government's priorities and work programme become clearer.

A broader update on the reform programme is scheduled for the Growth, Strategy and Planning Committee on 2 December.

8. PROPERTY STRATEGY

A Property Strategy will help inform the LTP by providing a framework for decision-making that enables Council to make best use of its property portfolio as a key funding lever.

A draft Property Strategy has been prepared, building on direction from three earlier Elected Member workshops and further work by staff. It aims to establish a more coordinated and deliberate approach to managing Council's property portfolio, making better use of existing holdings and identifying opportunities to support long-term financial sustainability.

The strategy sets out principles for property management, a framework for classifying and reviewing properties, and clearer arrangements for decision-making and accountability. It is supported by an initial implementation plan for 2027, including a proposed Investment Committee, reviews of commercial and operational properties, commercial accommodation and improvements to property information and reporting.

Waipā DISTRICT COUNCIL

MEMO

The workshop will provide an opportunity for Elected Members to review the draft and provide feedback on its overall direction and proposed implementation priorities. Feedback will inform the final strategy, which is targeted for Council consideration and adoption on 16 December 2026.

The draft Property Strategy is attached as **Attachment 5**.

9. NEXT STEPS

Guidance provided through this workshop will inform the ongoing development of the draft budget.

Through the remaining workshops, the budget will continue to be refined. Operating budget, key financial parameters and choices will be tested with Elected Members before the draft budget is presented for approval on 16 December.

The proposed budget will be confirmed in December. This will enable the draft Consultation Document and supporting LTP information to be prepared ahead of the audit in February.

10. ATTACHED DOCUMENTATION

No.	Title	Author
1	Workshop slide pack (ECM 11812880)	LTP Team
2	Project roadmap (ECM 11808023)	LTP Project Lead
3	Capital investment sheets and maps (ECM 11811066) *Hard copies of these have been provided to Elected Members*	Growth Programme Manager, Finance, Activity Managers
4	Ahu Ake – Iwi and Mana Whenua priorities (ECM 11811436)	Strategy
5	Draft Property Strategy (ECM 11803761)	Finance, Strategy



Matt Walker
FINANCE AND COMMERCIAL DIRECTOR

ATTACHMENT 1

Workshop slide pack (ECM 11812880)

2027-37 LTP
Budget workshops

11 and 12 November 2026

Waipā DISTRICT COUNCIL

Workshop format

Workshop chair: Mayor Mike Pettit
Facilitators: Matt Walker and Katie Mayes

Wednesday 11 November

Topic	Detail	Timing	Presenter
Welcome	▪ Purpose of workshop ▪ Where we are in the LTP process	12:30 – 12:40pm *10 minutes*	Katie
Capital programme	▪ Recap of where we are ▪ Capital programme choices ▪ Funding levers ▪ How the capital programme has come together ▪ Prioritisation exercise	12:40pm – 3:45pm* *3 hours 5 minutes*	Matt, Nick, Katie

Thursday 12 November

Topic	Detail	Timing	Presenter
LGFA session	▪ In person discussion on our borrowing with the LGFA	9:15 – 10:15am *1 hour*	Andrew Michl
Property Strategy	▪ Strategic Framework ▪ Implementation Plan	10:15 – 11:15am *1 hour*	Matt, Nick, Haven
Updates	▪ Early engagement ▪ Legislative context	11:15 – 11:35am *20 minutes*	Melissa
Wrap up	▪ What's next	11:35 – 11:40am *5 minutes*	Matt

***** The capital programme session may take longer than time allows on 11 November; if so, the discussion will be continued on 12 November after the LGFA session

Purpose of today and tomorrow

To get your steer on Council's **capital programme** - what we **must, should and could do** and therefore what is **funded and unfunded**

These workshops will:

- Build on the discussion from the **22 October workshop** and **previous direction** provided
- Inform a **draft financial package** for your consideration on **26 November**

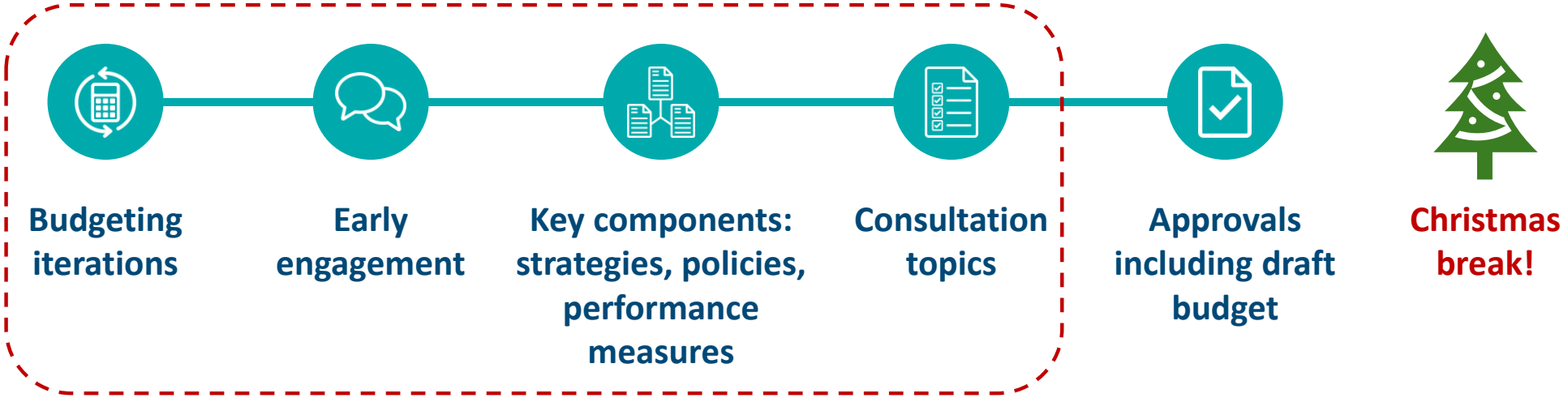
Waipā DISTRICT COUNCIL

Where we are in the LTP process

Waipā DISTRICT COUNCIL

Roadmap to Christmas

A more detailed project roadmap is provided as Appendix 2 in the workshop memo



Roadmap to adoption



Workshop and meeting overview: Oct-Dec 2026

22 Oct — **Budget workshop**

✓ Done

11-12 Nov — **Budget workshops**

We are here

26 Nov — **Budget workshop**

- Includes Transitional Development Contributions Policy

3 Dec — **Workshop**

- Final budget check in (if needed)
- Community engagement feedback
- Draft Financial Strategy
- Draft Infrastructure Strategy
- Draft Revenue and Financing Policy
- Performance Management Framework and measures
- Consultation topics

16 Dec — **Approval meeting**

- Draft budget
- Groups of Activities
- Financial Strategy
- Infrastructure Strategy
- Financial Policies
- Significance and Engagement Policy
- Significant Forecasting Assumptions
- Property Strategy
- Consultation topics

CHANGES SINCE PREVIOUS VERSION (see memo for rationale):

- The Development Contributions Policy has moved to 26 November workshop
- The Performance Management Framework and performance measures has moved to 3 December workshop
- The Significance and Engagement Policy has been removed as a workshop item

Waipā DISTRICT COUNCIL

Capital programme

Where we are

- On 22 October we shared the **initial core programme**:

'Must do' capital only

Rates

Year 1	Year 2	Year 3 and beyond
5.5%	5.0%	4.0%

230%

Max debt to operating revenue

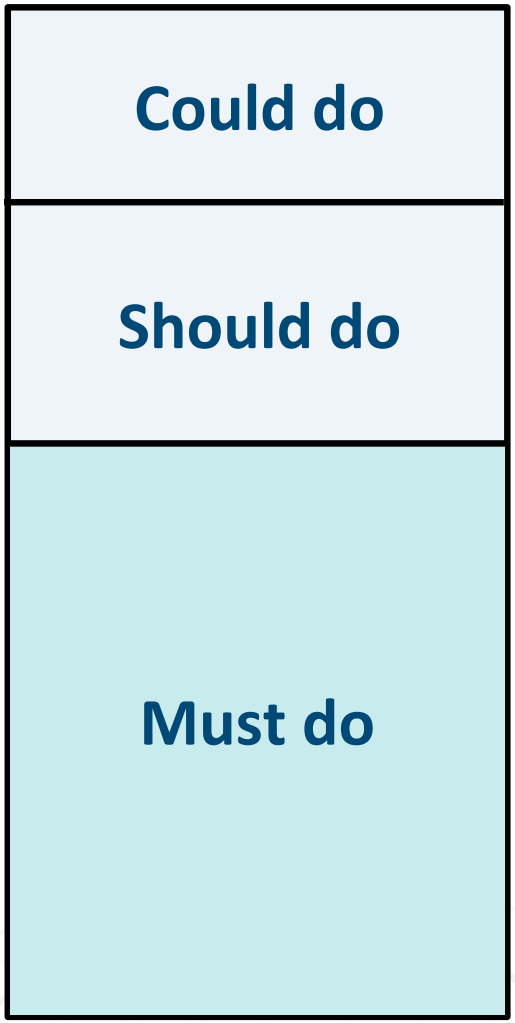
Balanced budget

From Year 4

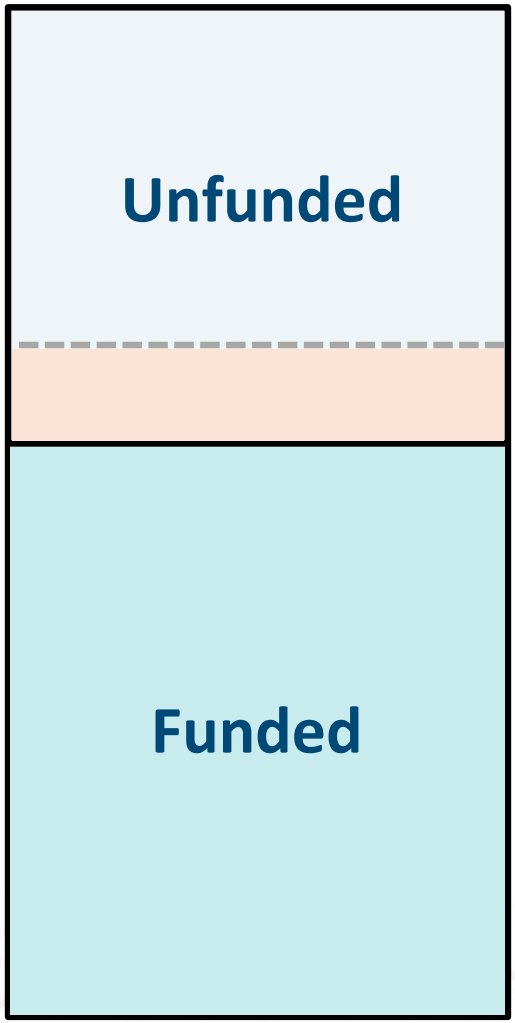
Waipā DISTRICT COUNCIL

Capital programme choices

What you have:



What we'll discuss today:





Funding levers

Waipā DISTRICT COUNCIL

Funding levers

Levers we have now



Rephasing of the must do **Growth and LOS programme**



Utilisation of **unallocated renewal budget** in first five years



Rates ?

Longer-term levers



Levies (IFF)



Property Strategy

Waipā DISTRICT COUNCIL

How the capital programme has come together

- **Place-based** approach
- Grouped by **Growth, Levels of Service, Renewals**
- Categorised as **‘Must do’, ‘Should do’, ‘Could do’**
- **Maps** provided where able
- All **renewal projects** considered '**Must dos**'

  $73.4m district wide transport ‘Should dos” subject to further staff review
- **Prioritisation process** of ‘Should dos’

Waipā DISTRICT COUNCIL

Reminder of must do/should do/could do definitions

Category	What this means
MUST DO	Required to meet legal, regulatory, contractual, safety or formally approved Council commitments. These projects are considered non-discretionary. Not investing could create significant risk or prevent Council from meeting its obligations.
SHOULD DO	Important for delivering Council's strategic priorities, supporting planned growth, maintaining levels of service or managing future risks. These projects are not mandatory, but there is a strong case for investment based on their benefits, outcomes or risk reduction.
COULD DO	Desirable projects that provide additional benefits or opportunities but can be deferred without significantly affecting Council obligations, planned growth or service delivery. These projects are discretionary and may be deferred where funding is constrained.

Prioritisation exercise

By exception:

1. Is there anything in the **Must dos** that needs to shift categories?
2. Is there anything in the **Could dos** that needs to shift categories?
3. What are the top priority **Should dos**? What is not a priority? Why?

Support services

- Renewals

District wide

- Levels of Service incl. Transport Programme Breakdown
- Renewals

Villages

- Growth
- Levels of Service
- Renewals

North Waipā

- Level of Service

Te Awamutu – Kihikihi

- Growth
- Levels of Service
- Renewals

Cambridge

- Growth
- Levels of Service
- Renewals

2027-37 LTP
Budget workshops

11 and 12 November 2026

Waipā DISTRICT COUNCIL

Workshop format

Workshop chair: Mayor Mike Pettit
Facilitators: Matt Walker and Katie Mayes

Wednesday 11 November

Topic	Detail	Timing	Presenter
Welcome	▪ Purpose of workshop ▪ Where we are in the LTP process	12:30 – 12:40pm *10 minutes*	Katie
Capital programme	▪ Recap of where we are ▪ Capital programme choices ▪ Funding levers ▪ How the capital programme has come together ▪ Prioritisation exercise	12:40pm – 3:45pm* *3 hours 5 minutes*	Matt, Nick, Katie

Thursday 12 November

Topic	Detail	Timing	Presenter
LGFA session	▪ In person discussion on our borrowing with the LGFA	9:15 – 10:15am *1 hour*	Andrew Michl
Property Strategy	▪ Strategic Framework ▪ Implementation Plan	10:15 – 11:15am *1 hour*	Matt, Nick, Haven
Updates	▪ Early engagement ▪ Legislative context	11:15 – 11:35am *20 minutes*	Melissa
Wrap up	▪ What's next	11:35 – 11:40am *5 minutes*	Matt

***** The capital programme session may take longer than time allows on 11 November; if so, the discussion will be continued on 12 November after the LGFA session

Recap of yesterday

Waipā DISTRICT COUNCIL

LGFA session

Waipā DISTRICT COUNCIL

Property Strategy

Waipā DISTRICT COUNCIL

Property Strategy

- **Responds to direction** from three earlier workshops
- Provides a **coordinated and deliberate approach** to managing property
- Helps meet **community needs** and identify **financial opportunities**
- **Supports Council priorities** of a lean organisation, managing growth and broadening its funding base

Draft vision

Council's property portfolio is actively managed to deliver the best long-term value for Waipā and its communities



Waipā DISTRICT COUNCIL

Core concepts in the strategy

Type A

Core infrastructure

Support essential infrastructure and services

Type B

Community & operational

Support community needs and Council operations

Type C

Commercial

Generate commercial returns

A consistent process for reviewing property and considering options

Identify → Assess → Recommend → Act → Review

Options include retaining, investing, repurposing, developing, partnering, leasing or disposing — subject to appropriate approvals

Waipā DISTRICT COUNCIL

Implementation plan

- **Investment Advisory Committee**
- **Initial Type C portfolio opportunities**
- **Type B property review**
- **Confirm classification and decision processes**
- **Corporate accommodation**
- **Property data/information and reporting**

Waipā DISTRICT COUNCIL

Direction sought



Overall, are you comfortable with the draft strategy?



Are the proposed 2027 implementation priorities/actions broadly supported?

Waipā DISTRICT COUNCIL

Key updates

Early engagement

Engagement runs 27 October – 22 November

Funding priorities

- Current funding distribution is about right
- Most points: community services and transport
- Fewest points: governance

Top-ranked services

- Parks and reserves
- Civil defence
- Local roads and bridges
- Stormwater planning
- Resource consents and district planning
- Community engagement

Trade-offs

- Views on service levels depend on the service
- Some would accept lower service levels to limit rates rises
- Governance is where people would most readily accept less

Common themes in open comments

Plan ahead for growth

Developers pay their share

Listen to us

Look after what we have

User pays

Keep rates affordable

Fix our roads

Cut back-office costs

Fair for every town

Back to basics

Protect green spaces

Pride in our towns

Places to be active

Sort out a Cambridge bridge

Better rubbish and recycling

Iwi engagement

Feedback sought on any changes from **iwi and mana whenua priorities** as captured in Ahu Ake

Priorities identified

Kia ahu ake i te kāinga Māori
Māori housing

Kia ahu ake i te wāhi hei kāinga
The place is home

Kia ahu ake te Ōhanga Māori
Māori economy

Kia taiea te taiao
Te taiao

Feedback provided

- Broaden the scope of Ahu Ake
- Support cost of living
- Protect iwi interests through reform and digital connectivity

What happens next

- Any further feedback shared with you
- Feedback will be considered through LTP and other council planning processes

Waipā DISTRICT COUNCIL

Legislative context

Mandated **Groups of Activities**

Governments intention is to encourage councils to get **'back to basics'**

Changed **purpose of local government** – removed reference to wellbeings

Core services – greater emphasis on network infrastructure, public transport, waste management and minimisation, emergency management, and community and recreational facilities

What this means:

- Changes to decision making processes and templates, moving away from wellbeings and instead consider new purpose and core service
- Reflected in the Consultation Document

What's next



- Come back to you with a **draft financial package** for consideration
- Includes **activity level operating budgets**
- **Updated capital programme** based on your guidance today
- **Draft budget** for community consultation – 16 December

Waipā DISTRICT COUNCIL

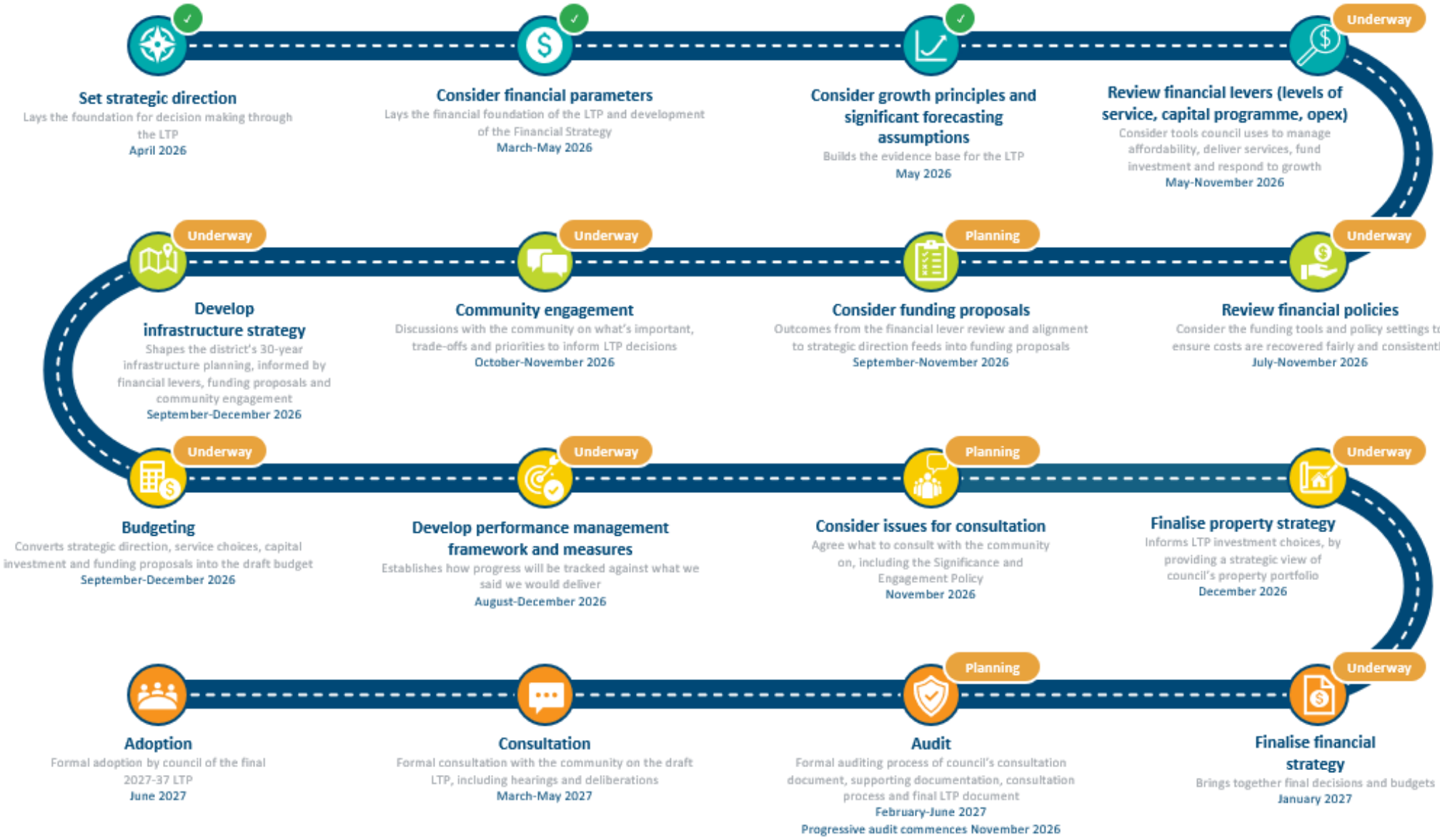
ATTACHMENT 2

Project roadmap (ECM 11808023)

LTP project roadmap

Waipā DISTRICT COUNCIL

Development of the 2027-37 LTP



Roadmap to Christmas

LTP activities



- Budgeting iterations
- Early engagement
- Key components: strategies, policies, performance measures
- Consultation topics
- Approvals including draft budget
- **Christmas break!**

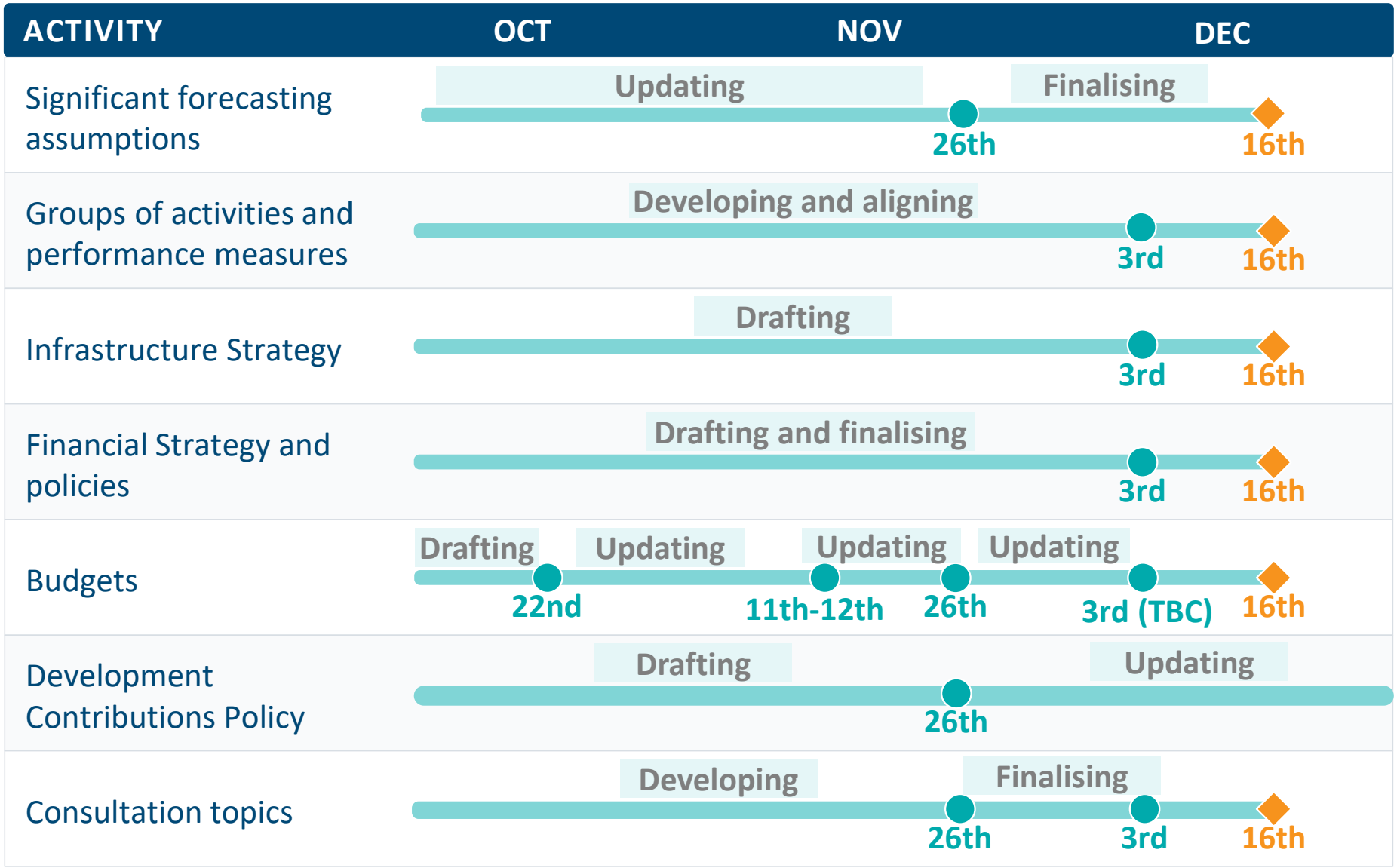
Roadmap to adoption



- Consultation document and supporting docs
- Initial audit
- Consultation
- Hearings and deliberations
- Budget changes
- Final audit
- Adoption

Roadmap to Christmas

LTP activities



Workshop Approval / adoption

Workshop and meeting overview: Oct-Dec 2026

22 Oct — **Budget workshop**

✓ Done

11 Nov — **Budget and Property Strategy workshop**

We are here

12 Nov — **Budget workshop**

We are here

26 Nov — **Budget workshop**

- Includes Transitional Development Contributions Policy

3 Dec — **Workshop**

- Final budget check in (if needed)
- Community engagement feedback
- Draft Financial Strategy
- Draft Infrastructure Strategy
- Draft Revenue and Financing Policy
- Performance Management Framework and measures
- Consultation topics

16 Dec — **Approval meeting**

- Draft budget
- Groups of Activities
- Financial Strategy
- Infrastructure Strategy
- Financial Policies
- Significance and Engagement Policy
- Significant Forecasting Assumptions
- Property Strategy
- Consultation topics

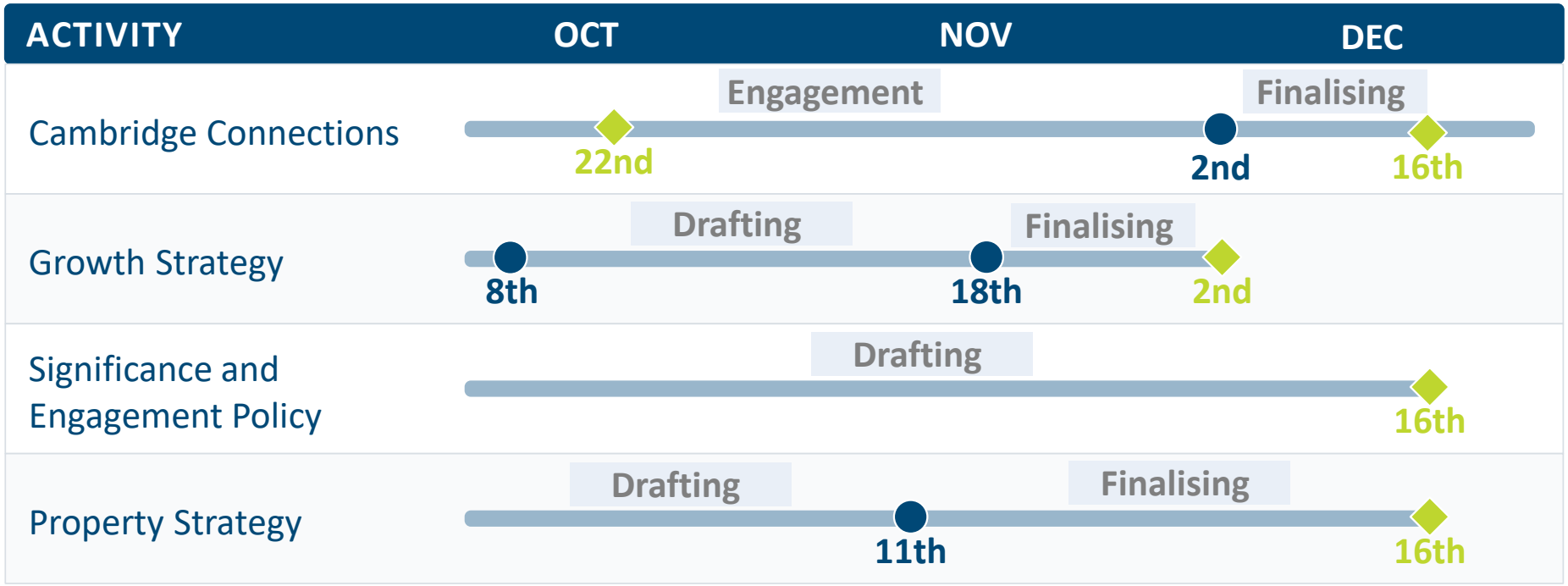
CHANGES SINCE PREVIOUS VERSION (see memo for rationale):

- The Development Contributions Policy has moved to 26 November workshop
- The Performance Management Framework and performance measures has moved to 3 December workshop
- The Significance and Engagement Policy has been removed as a workshop item

Waipā DISTRICT COUNCIL

Roadmap to Christmas

Related activities

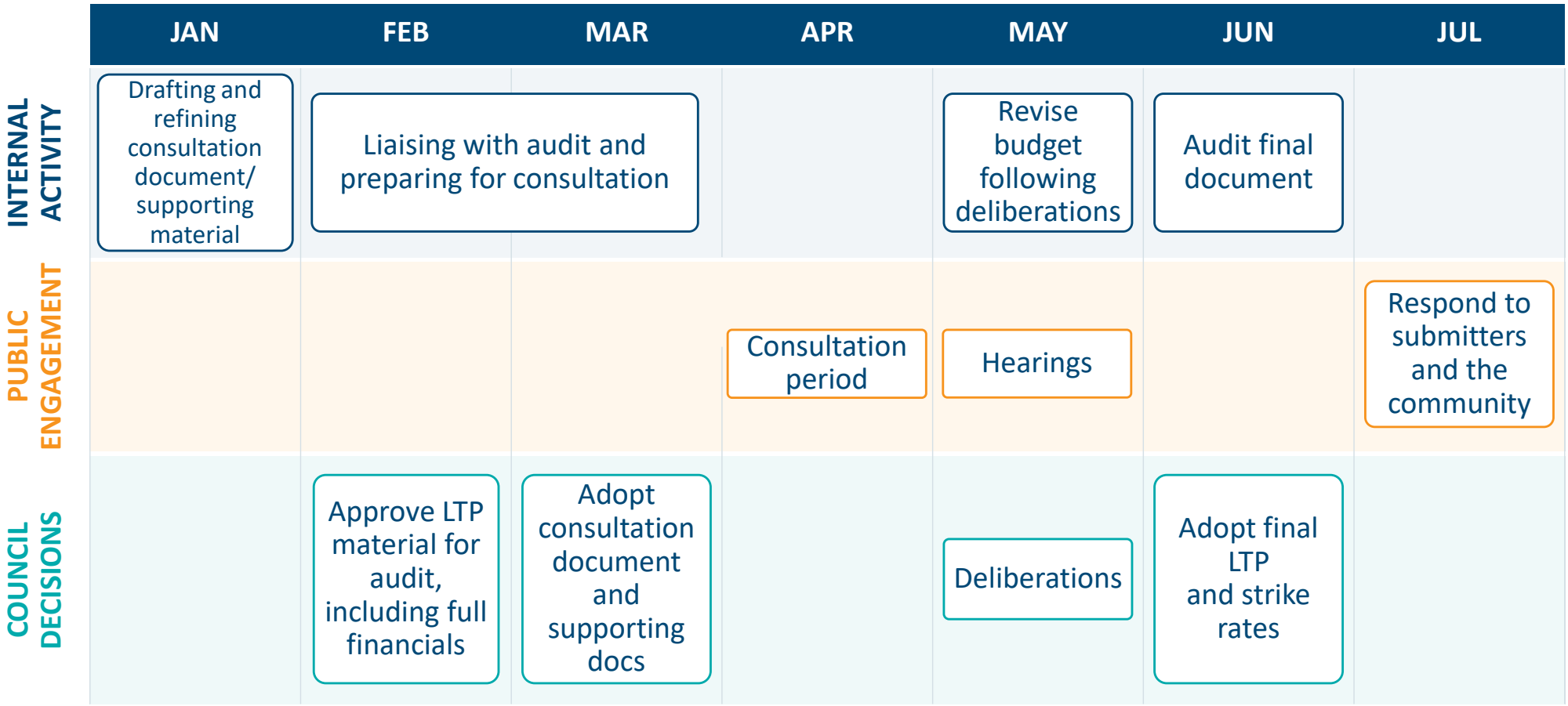


Workshop Approval / adoption

We are also ensuring alignment to the:

- **Stormwater Strategy**
- **Water Services Strategy**
- **Regional Spatial Plan**
- **Government reform**

Forward programme



KEY DATES

- **3 February – Growth Strategy & Planning Committee:** Approve LTP material for audit
- **24 March – Council:** Approval of consultation document and supporting materials for consultation
- **30 March to 30 April:** Public consultation period
- **12 & 13 May:** Hearings
- **19 May: D**eliberations
- **24 May – Audit second interim visit:** Proposed LTP for adoption available; Audit checking changes as a result of consultation and deliberations
- **15 June – Audit report issued:** Audit report/opinion on LTP
- **30 June – Council:** Adoption of LTP

Waipā DISTRICT COUNCIL

ATTACHMENT 3

Capital investment sheets and maps (ECM 11811066)

2027-37 LTP

Capital programme investment sheets and maps

November 2026

Waipā DISTRICT COUNCIL

Contents

Place	Projects included	Maps
Cambridge	- Growth - Levels of Service - Renewals	Growth: - Cambridge North - Cambridge West - Leamington East - Leamington West - Hautapu
Te Awamutu - Kihikihi	- Growth - Levels of Service - Renewals	Growth: - Te Awamutu East - Te Awamutu West - Kihikihi
North Waipā	- Level of Service - *(no Growth or Renewals)*	*Unable to be provided in the time available*
Villages	- Growth - Levels of Service - Renewals	*Unable to be provided in the time available*
District wide	- Levels of Service • Transport Programme Breakdown - Renewals - *(no Growth)*	*Unable to be provided in the time available*
Support services	- Renewals	N/A

CAMBRIDGE

Waipā DISTRICT COUNCIL

CAMBRIDGE GROWTH

2027 - 37 Long-Term Plan Investment Planning Programme

Version 1

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
MUST DO			**$21,536,711**	**$13,688,294**	**$17,861,257**	**$39,796,196**	**$92,882,458**		
CAMBRIDGE									
3151	**Roading Development Provision (C1)**	Roading & Transport	$502,635	$480,307	$473,485		**$1,456,427**	**Must do - contractually committed and in response to growth.** Collector roads and intersection requirements within the C1 growth area and preparation for developments.	
3167	**Roading Land Provision (C1)**	Roading & Transport		$503,620	$503,620	$1,510,860	**$2,518,100**	**Must do - contractually committed.** Land acquisition for remaining land (14,700m2) for collector road.	
3185	**Roading Norfolk/Victoria Road Urbanisation (C1)**	Roading & Transport	$96,712	$1,200,768	$1,183,712	$6,348,188	**$8,829,380**	**Must do - safety relating to growth.** Urbanisation of Norfolk Drive and Victoria Road adjacent to the C1 growth area, including addition of the 4th (western) leg to the signalised Norfolk Drive/Victoria Road intersection to provide access into C1.	
3225	**Collector Rd Stage 1 - IWA (C3)**	Roading & Transport	$492,013				**$492,013**	**Must do - contractually committed through infrastructure works agreement (IWA).** IWA payment for stage 1 of the C3 collector road civil works delivered by the developer.	
2253	**Stormwater Reticulation Provision (C1)**	Stormwater	$4,089,478	$1,005,841	$768,120		**$5,863,438**	**Must do - consent requirement and contractually committed.** Programme for delivery of the C1 stormwater network, starting with Stage 1A: the stormwater basin and associated trunk pipework. Council holds the comprehensive discharge consent for C1–C3, so it must deliver this under the developer agreements. C1 depends on the C2 and C3 networks.	
2456	**Stormwater Land Provision (C1)**	Stormwater	$484,717	$1,053,114	$1,025,870		**$2,563,701**	**Must do - consent requirements and contractually committed.** Land purchases for the C1 stormwater basin and reticulation corridors, in line with the C1 Structure Plan.	
2266	**Stormwater Reticulation Provision (C2 & C3)**	Stormwater	$666,000	$666,000	$666,000	$1,332,000	**$3,330,000**	**Must do - consent requirements and contractually committed.** Programme for delivery of the C2 and C3 stormwater reticulation network across multiple developers. Delivered through IWAs (e.g. Abergeldie Developments Stage 1 and 2) under Council's C1–C3 discharge consent.	
2457	**Stormwater Land Provision (C2 & C3)**	Stormwater	$1,510,500	$1,510,500	$1,510,500	$1,510,500	**$6,042,000**	**Must do - consent requirements and contractually committed.** Land purchases for the C2 and C3 stormwater basins and reticulation corridors, under the developer agreements and in line with the C2/C3 Structure Plan.	
2811	**Stormwater Swale - IWA (C3)**	Stormwater	$934,579				**$934,579**	**Must do - contractually committed.** Construction of a stormwater swale in the C3 growth area, delivered by the developer under an IWA.	
2268	**Reserves provision - IWA (C1, C2 & C3)**	Parks & Reserves	$176,052				**$176,052**	**Must do - contractually committed.** Programme for reserve works in C1, C2 and C3 growth areas with only C2 works remaining. Funding is for Infrastructure Works Agreement agreed with developer for C2 reserve maintenance.	
2658	**Reserves Land and Development Provision (C1)**	Parks & Reserves		$97,604	$2,138,254	$3,503,577	**$5,739,435**	**Must do - Recovery of development contribitions and structure plan requirement.** Land purchases and development of two neighbourhood reserves in the C1 growth area in line with the C1 Structure Plan and tied to development contributions already received. A private plan change may alter the reserve delivery model.	

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
2662	**Reserves Land and Development Provision (C2)**	Parks & Reserves	$239,244	$1,831,230	$1,831,230	$3,487,116	**$7,388,820**	**Must do - contractually committed (developer agreement), development contributions recovered and structure plan requirement.** Development of the C2 reserves on land already acquired, including the North Eastern active reserve (master plan, two sports fields, toilets and changing rooms) and the North Western neighbourhood reserve, Cambridge.	
2663	**East Reserves Land and Development Provision (C3)**	Parks & Reserves			$276,081	$4,984,705	**$5,260,786**	**Must do - development contributions recovered and structure plan requirement.** Land purchase and development of reserves in the C3 growth area. A neighbourhood reserve in the Chartwell area, as per the structure plan and development contributions.	
2873	**Playground Cambridge North**	Parks & Reserves	$259,494	$500,000	$600,000		**$1,359,494**	**Must do - council resolution and contractually committed.** Programme combining Cambridge North playground and reserve works: Toslind Way/Laurent Road Cambridge North pocket reserve (contracted IWA), and the Cambridge Town Belt community playground (Council resolution, changed from destination playground). Staged design, procurement and construction.	
LEAMINGTON									
3202	**Roading Land and Development Provision (C4)**	Roading & Transport	$4,057,200	$2,742,790			**$6,799,990**	**Must do - contractually committed** Land and development of collector roads within C4, including the C4/C11 Cambridge Road-Kaipaki Road/Silverwood Lane roundabout (triggered at 300 lots) and internal collector roads in northern C4.	
3224	**Roading Land Acquisition (C4/C11)**	Roading & Transport	$1,740,812				**$1,740,812**	**Must do - contractually committed** Land acquisition for the C4 and C11 collector road (approx. 1,692 sqm) and Cambridge Road widening at Lot 601 (approx. 3,066 sqm)	
3186	**Lamb Street Intesection Improvement (C5 & C6)**	Roading & Transport	$350,000	$1,650,000			**$2,000,000**	**Must do - safety.** Intersection improvement at Lamb Street to provide safe access for C5 and C6 growth areas, with a roundabout as the preferred full option and a minimum safety upgrade option. Part funding expected from NZTA for the safety component.	
2649	**Reserves Land & Development Provision (C4)**	Parks & Reserves			$392,269	$3,695,285	**$4,087,554**	**Must do - contractually committed via infrastructure works agreement, development contributions charged and structure plan.** Acquisition and development of the remaining reserves in the C4 growth area including the southern neighbourhood reserve and gully/ridgeline buffer, in line with the C4 Structure Plan. Partly delivered through the Kotare Park IWA.	
HAUTAPU									
3192	**Hautapu Primary Roundabout**	Roading & Transport			$2,651,515	$2,450,324	**$5,101,839**	**Must do - required to meet district plan conditions to manage traffic demand arising from growth.** Primary roundabout at Victoria Road/Hautapu Road (cemetery roundabout) providing the main access into C8, C9 and C10 industrial growth cells, including shared path connection along Hautapu Road.	
3194	**Hautapu & Hannon Road Urbanisation**	Roading & Transport	$5,479,674				**$5,479,674**	**Must do - contractually committed with NZTA subsidy.** Urbanisation of Hautapu Road and Hannon Road to industrial standard, including kerb and channel, footpath/shared path, stormwater and street lighting.	
2549	**Hautapu Stormwater Land Provision (C8 & C9)**	Stormwater			$1,784,121	$3,742,227	**$5,526,348**	**Must do - required for stormwater compliance and contractually committed.** Land purchase for the Hautapu C8 and C9 stormwater basins to enable industrial growth without a separate discharge consent. Basin 1 complete, Basin 4 contracted, Basin 3 to follow when the developer is ready, and Basin 5 aligned with the Hautapu roundabout.	

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
2550	**Hautapu Stormwater Reticulation Provision (C8 & C9)**	Stormwater	$457,600	$446,520	$442,400	$5,628,505	**$6,975,025**	**Must do - required for stormwater compliance and contractually committed works.** Physical works for the C8 and C9 Hautapu stormwater basins (1, 3, 4 and 5) and reticulation. Basins hold flows to pre-development levels with treatment to current standards. Basin 1 complete, Basin 4 contracted, Basin 3 when the developer is ready, and Basin 5 aligned with the primary Hautapu roundabout.	
2583	**Hautapu Reserve Land Purchase (C8 & C9)**	Parks & Reserves			$1,614,081	$1,602,909	**$3,216,990**	**Must do - to meet structure plan requirements to enable planned growth in committed growth areas.** Purchase of land for two pocket parks in the C8 and C9 Hautapu industrial growth cells, as required by the Hautapu Structure Plan.	
SHOULD DO			**$0**	**$453,116**	**$1,411,576**	**$14,767,534**	**$16,632,226**		
CAMBRIDGE									
3168	**Roading Land provision (C2 & C3)**	Roading & Transport		$387,136	$387,136	$1,161,408	**$1,935,680**	**Should do - to support planned growth.** Land acquisition for collector roads (11,300m2) in C2 and C3 growth areas.	
3169	**Roading Development provision (C2 & C3)**	Roading & Transport			$540,580	$4,426,926	**$4,967,506**	**Should do - to support planned growth.** Development of collector roads and intersection requirements within the C2 & C3 growth areas.	
3191	**Lamb St - Maungatautari Intersection (C5 & C6)**	Roading & Transport		$65,980	$483,860		**$549,840**	**Should do - transport infrastructure supporting planned future growth for safety.** Intersection improvement at Lamb Street/Maungatautari Road to provide safe and efficient access for C5 and C6 growth cells.	
HAUTAPU									
3208	**Hautapu Roading Provision (C10)**	Roading & Transport				$9,179,200	**$9,179,200**	**Should do - transport infrastructure supporting planned future growth for safety.** Development of C10 industrial growth cell roading, including the Victoria Road/Bruntwood Road/Zig Zag Road roundabout and collector road with associated land purchase.	
COULD DO			**$1,574,581**	**$2,782,181**	**$2,566,509**	**$13,567,863**	**$20,491,135**		
CAMBRIDGE									
3189	**Hamilton Rd - Cambridge Rd Urbanisation**	Roading & Transport				$6,114,760	**$6,114,760**	**Could do - to enable planned growth and for safety when demand triggers it.** Urbanisation of Hamilton Road/Cambridge Road along the C2 and C3 frontage including kerb and channel, footpaths, cycle facilities, lighting and stormwater, possibly including the Peake Road intersection.	
HAUTAPU									
3193	**Hautapu Roading Development Provision**	Roading & Transport				$3,323,770	**$3,323,770**	**Could do - timing can respond to development demand, with delivery when required.** Development provision for the first section of collector road within the Hautapu growth cells (Hannon Road block), llikely delivered through an IWA under a developer agreement.	
3195	**Hautapu Roading Secondary Roundabout**	Roading & Transport		$960,615	$672,570		**$1,633,185**	**Could do - can be deferred until development demand triggers need for safer access.** Secondary roundabout on Hautapu Road forming the second part of the 'dog bone' intersection arrangement to service C8, C9 and C10 growth.	
3199	**Hautapu Transportation Land Provision**	Roading & Transport	$1,574,581	$1,821,566	$1,893,939	$4,129,333	**$9,419,420**	**Could do - land purchased can be timed to development demand.** Land purchase for collector roads, road widening and intersections within the C8, C9 and C10 Hautapu growth cells.	

CAMBRIDGE — LEVELS OF SERVICE

2027 - 37 Long-Term Plan Investment Planning Programme — Version 1

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
MUST DO			**$6,377,244**	**$5,337,270**	**$0**	**$0**	**$11,714,514**		
LEAMINGTON									
2776	**Matos Segedin Dr Subdivision**	Property	$233,400				**$233,400**	**Must do - contractually committed and under way.** Subdivision of land to enable building the Cambridge dog pound, Resource Recovery Centre and Cambridge Parks depot	
2856	**Matos Segedin Drive Council Facilities Hub**	Property	$6,143,844	$5,337,270			**$11,481,114**	**Must do - safety, regulatory requirement for dog pound.** Design and construction of the Cambridge dog pound, resource recovery centre and Cambridge Parks Depot. For construction at the same time for all three. The Parks Depot could be delayed however more efficient to construct all three at once.	Waste Minimisation Levy revenue
SHOULD DO			**$240,760**	**$1,047,339**	**$4,228,447**	**$7,670,327**	**$13,186,873**		
CAMBRIDGE									
3214	**Cambridge Connections Programme - Implementation**	Roading & transportation	$103,500	$258,750	$1,242,000	$2,277,000	**$3,881,250**	**Should do - infrastructure to support planned growth.** Implementation of the Cambridge Connections programme. 2025-34 LTP placeholder figures to be confirmed following approval of the Transport Plan for Cambridge. Project brief.	
3217	**Bus Transport Improvements - Bus Stop Infrastructure**	Roading & transport	$37,260	$419,180	$1,006,020		**$1,462,460**	**Should do - support planned growth and maintain level of service** 3 stages to improve bus services in Cambridge including bus stop infrastructure, with Waikato Regional Council and NZTA coordination. Dependent on funding from NZTA and Regional Council funding the bus service.	
4441	**Cambridge Racecourse Training Precinct**	Roading & transportation		$100,000	$1,400,000		**$1,500,000**	**Should do - safety and community request.** Upgrades to make it safer between Racecourse road and Peake Road.	0.51
2874	**Waipā Community Facilities Trust Electrification of Pool Heating & HVAC**	Community & recreational facilities				$2,000,000	**$2,000,000**	**Should do - decarbonisation to covert heating from gas to electric-** Coverting the current gas boilers and heaters to electircity. Electification of the pool heating and HVAC system as part of the decarbonisation and unstable gas supply and increasing cost of gas.	
2587	**Lake Te Koo Utu**	Parks & reserves		$189,783	$534,170	$1,117,079	**$1,841,032**	**Should do - supporting planned growth and resilience improvement** Implementation of Council approved Lake Te Koo Utu Concept Plan including stormwater and amenity improvements and to allow more people to enjoy it.	Asset Sales
LEAMINGTON									
4442	**Lamb St Interim Safety improvements**	Roading & transportation	$100,000				**$100,000**	**Should do - safety and community request.** Intersection and path connection improvements at Lamb St and Sunline Drive	Possible 51% (unlikely)
2698	**Leamington Domain Concept Plan Implementation**	Parks & reserves		$79,626	$46,257	$2,276,248	**$2,402,131**	**Should do - supporting public safety, planned growth and resilience improvement** Implementation of concept plan including development, improvement or removal of existing buildings, design and construction of new co-location community facility, replacement and relocation of existing toilet facilities to bring up to accessibility standards, signage and planting	

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
COULD DO			**$1,250,000**	**$7,000,000**	**$7,000,000**	**$43,675,957**	**$58,925,957**		
CAMBRIDGE									
4292	**Cambridge Connections Urban mobility (Cambridge pathway)**	Roading & Transport	$1,000,000	$7,000,000	$7,000,000	$11,000,000	**$26,000,000**	**Could do - service level improvement and safety** Pedestrian and cycleways throughout Cambridge and urban mobility. Community requested prioritising the pathway from Victoria Bridge to Leamington.	Possible 51% (unlikely)
2261	**New Cambridge Library and Community Hub**	Community & recreational facilities				$32,200,000	**$32,200,000**	**Could do - service level enhancement- Community Aspiration project -** New Cambridge Library /Community hub identified in the feasibility study completed in December 2024. **Refer to Community Aspiration Project Brief.**	
2692	**Cambridge Town Belt Recreational Infrastructure**	Community & recreational facilities				$475,957	**$475,957**	**Could do - amenity and placemaking.** Supporting the infrastructure implementaion of the Cambridge Town Belt spatial analysis.	
New	**Cambridge Town Hall Community Aspiration**	Other: Property					**$0**	**Could do - Community Aspiration -** Property improvements. The trust is not seeking funding this LTP for this work. It is included for visibility. **Refer to Community Aspiration Project Brief**	
New	**Arnold Street Works Depot**	Other: Property	$250,000				**$250,000**	**Could do - Community Aspiration -** relocating roading material storage from the Arnold Street depot to an alternative site, once a suitable site is identified. **Refer to Community Aspiration Project Brief**	

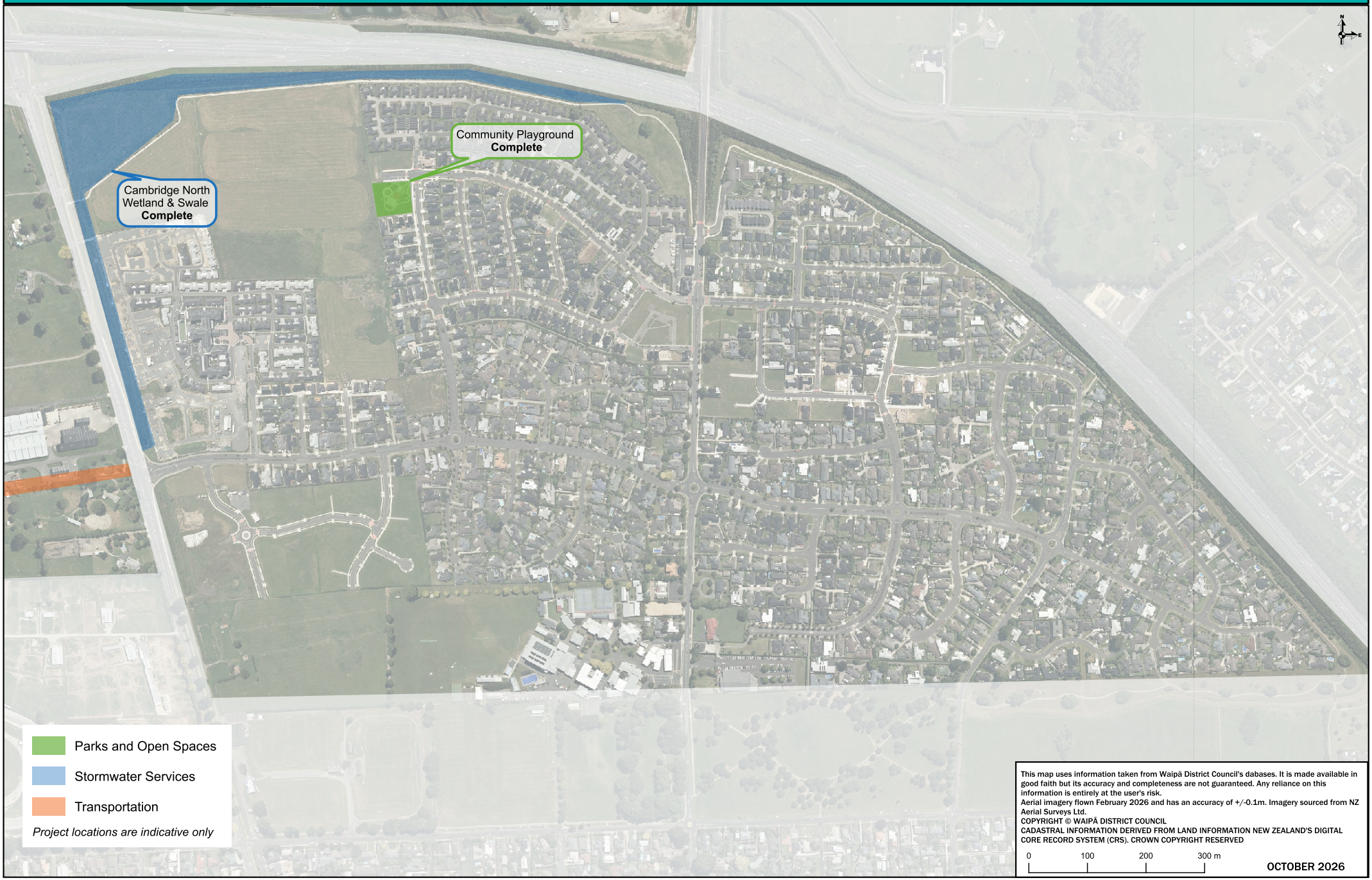
CAMBRIDGE RENEWALS

2027 - 37 Long-Term Plan Investment Planning Programme

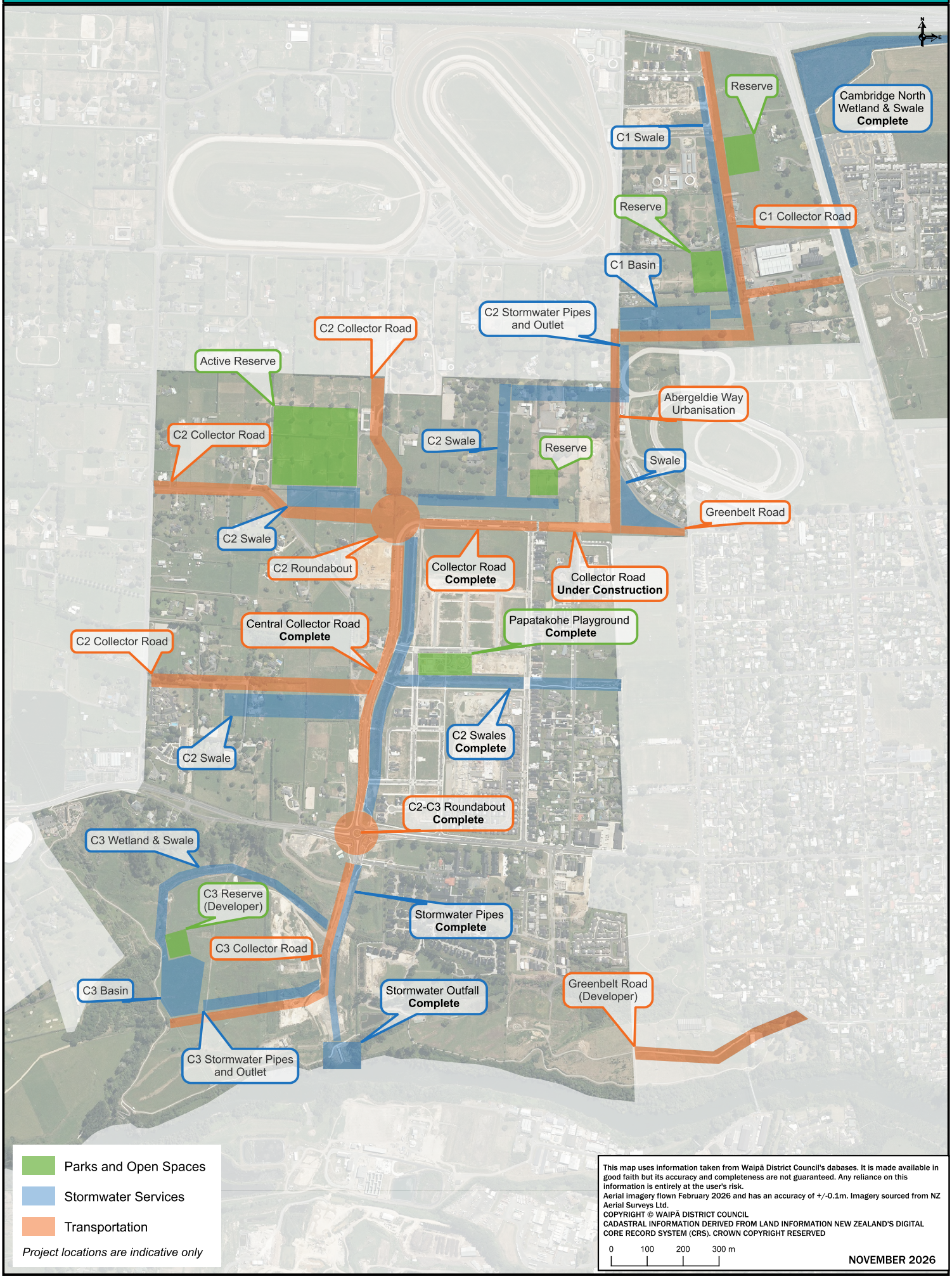
Version 1

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
MUST DO			**$378,010**	**$444,421**	**$275,558**	**$5,997,518**	**$7,095,507**		
1036	**Library Books Cambridge**	Community & recreational facilities	$192,000	$192,000	$192,000	$1,344,000	**$1,920,000**	Renewals of library books and digital media	
2487	**Waipā Community Facilities Trust Cambridge Pool Renewal**	Community & recreational facilities	$33,600	$80,300	$41,608	$1,186,298	**$1,341,806**	Service level agreement with Waipā Facilities Trust for Cambridge Pools for plant and equipment renewals.	
2535	**Waipā Community Facilities Trust Cambridge Pool Property Renewals**	Community & recreational facilities	$7,150	$10,075	$9,152	$2,521,575	**$2,547,952**	Building and site renewals for Cambridge Pools	
2861	**Cambridge Community Buildings Renewals**	Other: Property	$50,556	$7,622	$11,323	$542,406	**$611,907**	Building renewals for Cambridge community facilities such as Menz Shed etc	
2279	**Cambridge Town Hall Upgrades (and renewals)**	Other: Property	$94,704	$154,424	$21,475	$403,239	**$673,842**	Upgrades to the Cambridge Town Hall that are contractually required to update. This is the Waipā renewals component.	

Growth Projects - Cambridge North



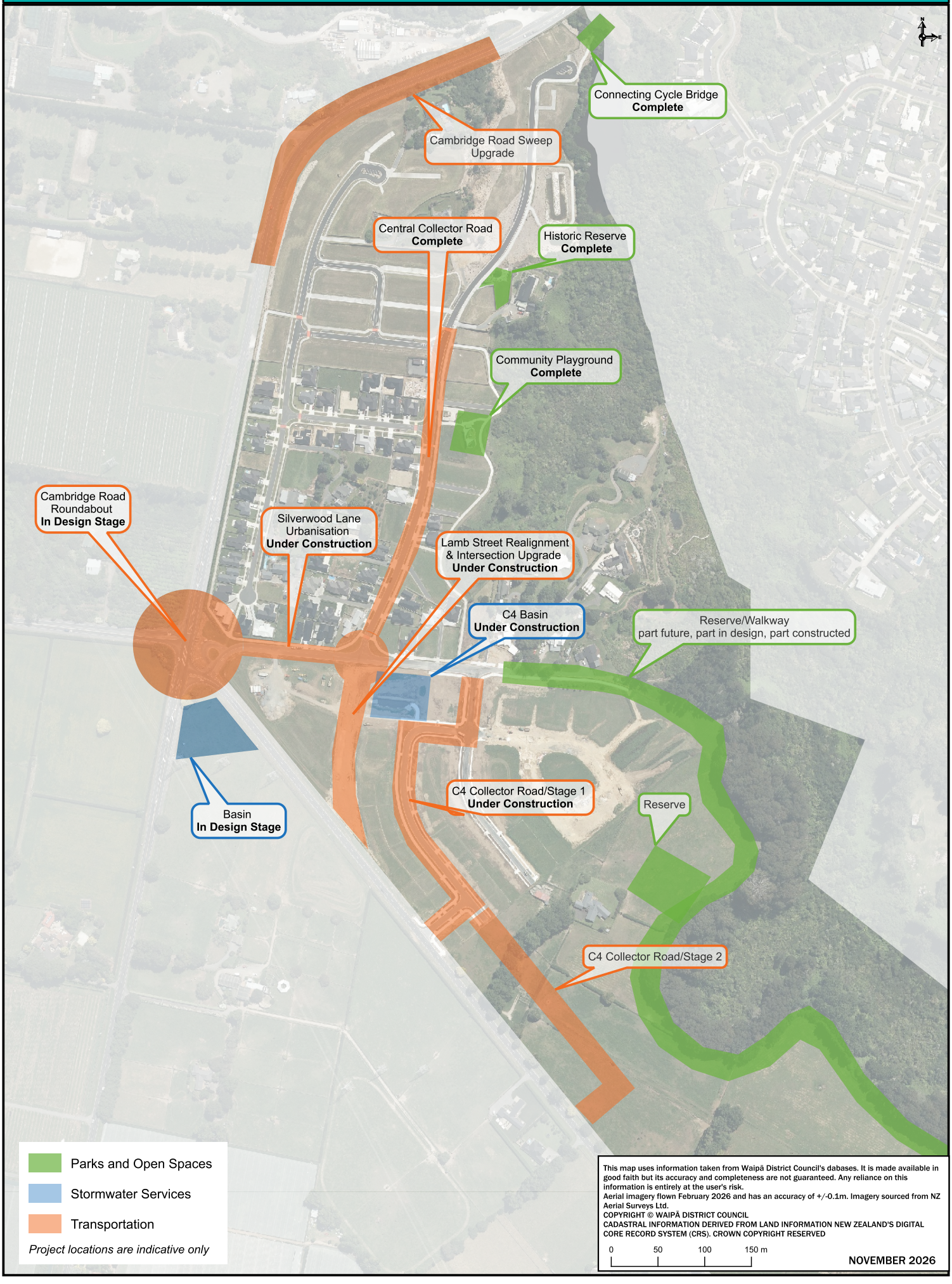
Growth Projects - Cambridge West



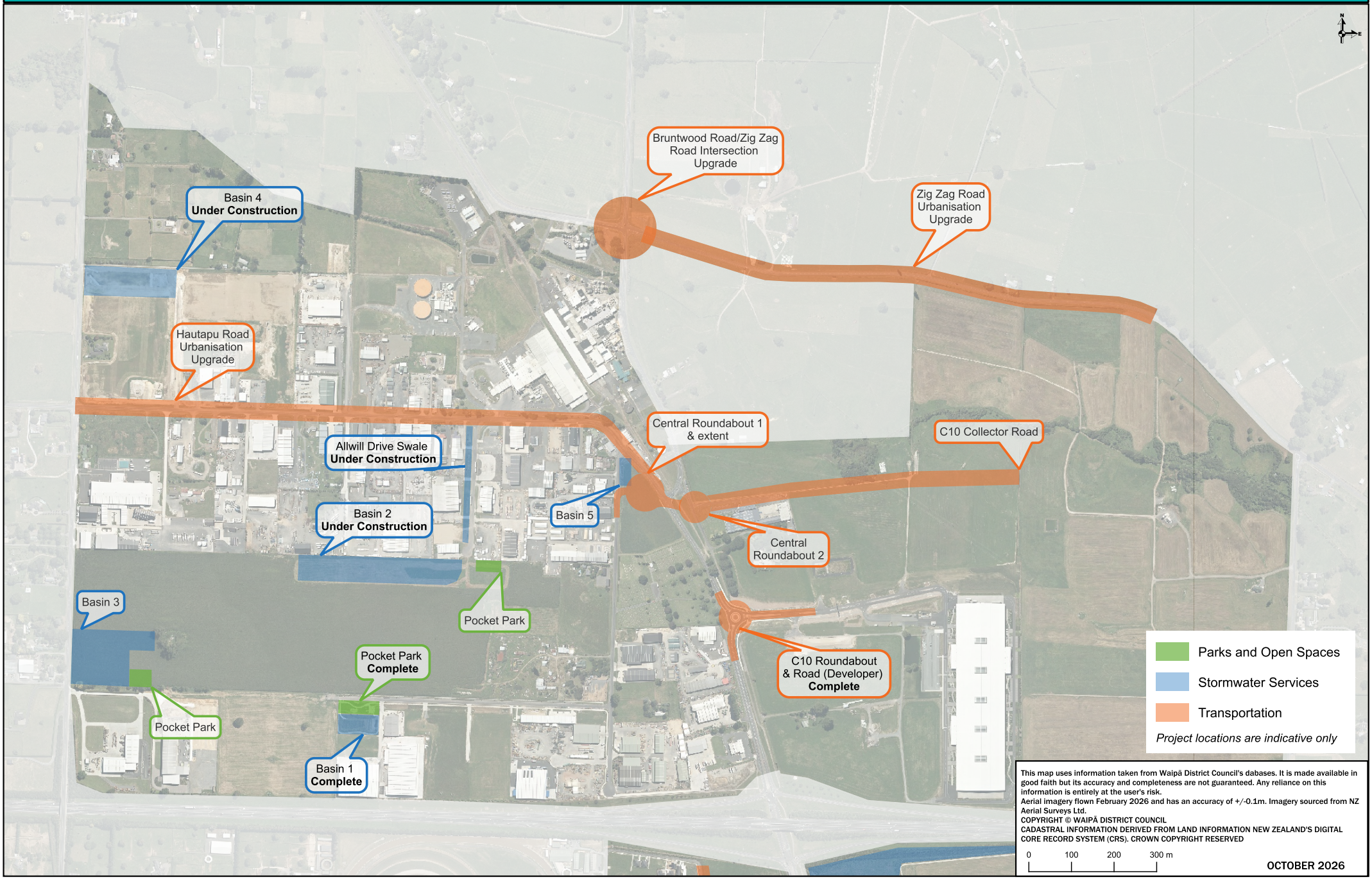
Growth Projects - Leamington East



Growth Projects - Leamington West



Growth Projects - Cambridge/Hautapu



This map uses information taken from Waipā District Council's dabases. It is made available in good faith but its accuracy and completeness are not guaranteed. Any reliance on this information is entirely at the user's risk.
Aerial imagery flown February 2026 and has an accuracy of +/-0.1m. Imagery sourced from NZ Aerial Surveys Ltd.
COPYRIGHT © WAIPĀ DISTRICT COUNCIL
CADASTRAL INFORMATION DERIVED FROM LAND INFORMATION NEW ZEALAND'S DIGITAL CORE RECORD SYSTEM (CRS). CROWN COPYRIGHT RESERVED

0 100 200 300 m

OCTOBER 2026

TE AWAMUTU - KIHIKIHI

Waipā DISTRICT COUNCIL

TE AWAMUTU - KIHIKIHI — GROWTH

2027 - 37 Long-Term Plan Investment Planning Programme — Version 1

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
MUST DO			**$695,667**	**$3,619,578**	**$4,683,927**	**$15,648,295**	**$24,647,467**		
3041	**Piquet Hill Roading - Land and Development Provision**	Roading & Transport	$80,271	$80,692	$473,485	$2,219,632	**$2,854,079**	**Must do - development contributions recovered and structure plan requirement.** Roundabout and collector road opening growth cells in T9, 10 and future T14. Land purchase underway	
3197	**Roading Land and Development Provision (T9 & T10)**	Roading & Transport			$349,440	$5,014,028	**$5,363,468**	**Must do - development contributions recovered and structure plan requirement** Collector road opening T9 and T10 growth areas, including walkway connections.	
3210	**Roading Land and Development Provision (T11)**	Roading & Transport		$1,921,230	$1,893,940	$4,150,825	**$7,965,994**	**Must do - contractually committed (developer agreement) and development contributions recovered.** Land and development of the 600m collector road across T11 connecting through to T14 near Mega Mitre 10. Stage 1A complete under the Waipiko Landing developer agreement.	
3212	**Walking/Cycling Path to Park Rd (T11)**	Roading & Transport	$74,520	$712,600		$112,880	**$900,000**	**Must do - development contributions recovered and structure plan requirement.** Walking and cycling path from T11 to Park Road including crossing over the Mangahoe Stream, very likely delivered through an Infrastructure Works Agreement)	
2405	**Industrial Stormwater Land and Reticulation Provision (T3 & Bond Rd)**	Stormwater	$540,876				**$540,876**	**Must do - contractually committed (developer agreement).** Purchase of land and construction of a stormwater basin and culvert upgrade on Bond Road. Resolves a long-standing flooding issue from a redirected flowpath and enables development of the T3 growth area and Bond Road industrial area. Agreement signed in 2018. Linked to level of service stormwater provision (2642).	
2539	**Reserves Land and Development Provision (T1)**	Parks & reserves			$1,062,006	$530,702	**$1,592,708**	**Must do - contractually committed (Infrastructure works agreement) development contributions charged (legislative development timeframe) and structure plan requirement.** Land acquisition and initial playground development in the T1 structure plan area located near the stormwater basin off Pioneer Drive.	
2653	**Reserves Land & Development Provision (T11)**	Parks & reserves		$905,057	$905,057	$3,620,228	**$5,430,342**	**Must do - development contributions recovered and structure plan requirement.** Incremental land acquisition and development of neighbourhood, conservation and amenity reserves in the T11 growth area in line with the structure plan and tied to development contributions. Land purchases informed by flood extent modelling which is subject to change.	
SHOULD DO			**$0**	**$0**	**$1**	**$7,375,383**	**$7,375,384**		
3080	**St Leger/SH3 Intersection Upgrade (T6)**	Roading & Transport				$4,781,129	**$4,781,129**	**Should do - safety in response to planned growth.** Intersection improvements at the cross roads intersection on SH3/St Leger/Golf Road. Designated and land aquired by Council already. Urbanisation of St Leger and collector costs not included.	
3143	**Frontier Road Urbanisation (T1 & T2)**	Roading & Transport			$1	$2,594,254	**$2,594,255**	**Should do - to enable planned growth.** Frontier road urbanisation, continues lighting, kerb and shared path from T2 to Pakura Street intersection.	
COULD DO			**$0**	**$0**	**$500,000**	**$0**	**$500,000**		
1916	**Stormwater Land and Reticulation Provision (T6)**	Stormwater			$500,000		**$500,000**	**Could do - just in time growth to meet demand.** Provision for upgrading the St Leger Road culvert to manage additional stormwater runoff and treatment required for future growth.	

TE AWAMUTU - KIHIKIHI

LEVELS OF SERVICE

2027 - 37 Long-Term Plan Investment Planning Programme

Version 1

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
MUST DO			**$2,635,552**	**$0**	**$0**	**$0**	**$2,635,552**		
2707	**New Parks Depot - Te Awamutu**	Property	$1,029,960				**$1,029,960**	**Must do - Contractually committed** 26/27 Construction of new parks depot lease is expiring so need a new building. In progress.	
2642	**Stormwater Provision (T3 & Bond Rd)**	Stormwater	$1,605,592				**$1,605,592**	**Must do - Contractually committed (development agreement)** Level of service element to increase network of the existing culvert in response to development/growth within T3 and Bond Road greenfield growth areas. Linked to growth industrial stormwater land and reticulation provision (2405).	
SHOULD DO			**$50,000**	**$1,535,974**	**$1,521,295**	**$37,874,533**	**$40,981,802**		
4443	**Mutu St / SH3 intersection signalisation upgrade**	Roading & Transport			$300,000		**$300,000**	**Should do - Strategic Transport Network improvement project which supports planned growth and resilience.** Initial investment develops business case and concept design to then seek NZTA agreement to intersection works which would divert some traffic around the main CBD shopping area and provide improved safety for pedestrians and cyclists.	Possible 51% (unlikely)
2055 2188	**Design & Build Te Ara Wai**	Community & recreational facilities				$28,030,000	**$28,030,000**	**Should do - Community Aspiration project.** Design and build Te Ara Wai, a purpose built museum in Te Ara Wai including exhibition planning. **Refer to community aspiration project brief.**	34% ($9.5M)
2681	**Te Awamutu Events Centre Gas to Electric Project**	Community & recreational facilities		$1,300,000	$50,000	$400,000	**$1,750,000**	**Should do - decarbonisation to covert heating from gas to electric-** Coverting Te Awamutu Events centre current gas boilers and heaters to electircity. Electification of the pool heating and HVAC system as part of the decarbonisation and unstable gas supply and increasing cost of gas.	
2217	**Mangaohoi Erosion Control and Amenity Enhancement**	Parks & Reserves		$54,929	$297,018	$6,556,498	**$6,908,445**	**Should do - resilience improvement.** Erosion control on Mangaohoi stream in Te Awamutu and amenity enhancement through planting of reserves.	
2531	**Castleton Park**	Parks & Reserves	$0	$77,063	$82,697	$1,392,330	**$1,552,090**	**Should do - amenity -** Master plan and implementation of Castleton Park. For new facilities and infrastructure.	
2536	**Kihikihi Play Provision Outside Structure Plan**	Parks & Reserves		$73,982	$586,600	$887,400	**$1,547,982**	**Should do - meeting community needs and supporting planned growth.** To enable council to develop new play infrastructure on existing reserves - KihiKihi and East Te Awamutu destination playgrounds. Addressing gaps in provision for play for the community.	
2586	**Te Awamutu War Memorial Park**	Parks & Reserves		$30,000	$204,980	$608,305	**$843,285**	**Should do - community aspiration project.** Implementation of Te Awamutu War Memorial Park Concept Plan. **Refer to community aspiration project brief.**	Asset sales
2585	**Kihikihi Domain Activation including Skate Park**	Parks & Reserves	$50,000				**$50,000**	**Should do - Level of service improvements** -To progress opportunities to activate Kihikihi Domain including design of skate park. **Refer to community aspiration project brief.**	

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
COULD DO			**$2,953,990**	**$1,814,033**	**$2,599,633**	**$24,545,530**	**$31,913,186**		
New	**Te Awamutu Town Centre rejuvenation - transport plan**	Roading & Transport		$350,000	$100,000		**$450,000**	**Could do - Community Aspiration Project** -To fund a transport plan for wider rejuvenation of the Te Awamutu Town Centre **Refer to community aspiration project brief.**	
4401 (new)	**Pedestrian Safety Upgrades - Sloane St, Te Awamutu**	Roading & Transport	$250,000	$500,000			**$750,000**	**Could do - Community Aspiration Project** -Pedestrian access and safety around Sloane St including a walkway through George St carpark, a bus stop and traffic signal crossing or similar. **Refer to community aspiration project brief.**	
4401	**Te Awamutu Town Concept Plan Implementation - Sloane St Upgrade**	Roading & Transport			$161,460	$1,614,600	**$1,776,060**	**Could do - Community aspiration, amenity enhancement, support planned growth and econonic growth.** Pedestrian safety and streetscape works Sloane Street. If the Community Aspiration Project above for Sloane Street Pedestrian Safety proceeds, then this budget could be reduced by $750,000**.**	51%
4398	**Te Awamutu Town Concept Plan Implementation - Market Street**	Roading & Transport			$120,520	$1,189,800	**$1,310,320**	**Could do - Community aspiration, amenity enhancement, support planned growth and economic growth** Pedestrian safety and streetscape works for Market Street and Mahoe Street to improve connections between the library complex and sports/recreational precincts including Selwyn Park, Rose Gardens, the playground, Pioneer Walkway and the aquatic centre.	51%
4399	**Te Awamutu Town Concept Plan Implementation - Mahoe Street**	Roading & Transport			$150,650	$991,500	**$1,142,150**	**Could do - Community aspiration, amenity enhancement, support planned growth and econonic growth.** Pedestrian safety and streetscape works for Market Street and Mahoe Street to improve connections between the library complex and sports/recreational precincts including Selwyn Park, Rose Gardens, the playground, Pioneer Walkway and the aquatic centre.	51%
4400	**Te Awamutu Town Concept Plan Implementation - Power Underground**	Roading & Transport				$495,750	**$495,750**	**Could do - Community aspiration, amenity enhancement, support planned growth and econonic growth.** Undergrounding of power for streetscape works.	51%
4293	**Te Ara Rimu Te Awamutu - Kihikihi Pathways**	Roading & Transport			$1,000,000	$10,000,000	**$11,000,000**	**Could do - Amenity enhancement.** Pedestrian and cycleways throughout Te Awamutu - Kihikihi urban areas to improve transport choices.	51%
4402	**Kihikihi Urban Development Plan**	Roading & Transport	$153,990	$298,860	$717,260	$5,020,820	**$6,190,930**	**Could do - Responds to future growth and safety.** Improve connectivity, footpaths and street lighting, road corridor curb and channels to streets in Kihikihi. Addresses increased transportation demand. This could include a growth allocation as it is partially driven by infill development.	Possible 51% (unlikely)
4407	**Te Awamutu Transport Network Improvements**	Roading & Transport				$4,485,820	**$4,485,820**	**Could do - Responds to future growth and safety.** Te Awamutu transport network improvements. Responds to growth, safety and accessibility. PR4443 completes initial business case/ scoping, this project funds physical works. This project could include a growth allocation as it does address safety and congestion partially bought about by growth.	Possible 51% (unlikely)
New	**Te Awamutu to Kihikihi Cycleway**	Roading & Transport	$1,500,000				**$1,500,000**	**Could do - Community Aspiration Project** - conrete the rural part of the Te Awamutu to Khiikihi cycleway which currently has a limestone surface. **Refer to community aspiration project brief.**	
2761	**Strategic Property Acquisition Provision**	Other: Property	$1,000,000				**$1,000,000**	**Could do - opportunity.** Provision to respond to future strategic property opportunities.	
2193	**Heritage Monuments and Interpretative Signage**	Community & recreational		$40,486	$56,519	$56,858	**$153,863**	**Could do - Amenity enhancement.** Signage for trail around Te Awamutu and Kihikihi. Partially complete through the mobile app.	
2350	**Te Awamutu Neighbourhood Reserves Development**	Parks & Reserves		$29,790	$30,224	$105,222	**$165,236**	**Could do - Amenity enhancement.** Walkway from Bond Street to Memorial Park. Also supports planned growth within existing areas.	

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
2699	**Sainsbury Road Reserve Restoration**	Parks & Reserves		$94,897	$13,000	$585,160	**$693,057**	**Could do - community expectation and amenity.** Implement reserve management plan, creating walkways and horse and pedestrian access.	
New	**Rejuvenation of rose garden precinct in Te Awamutu**	Parks & Reserves		$250,000			**$250,000**	**Could do - Community aspiration project.** To fund rejuvenation of Te Awamutu Rose Garden in partnership with the Te Awamutu Rose Trust and Te Awamutu Rose Society. **Refer to Community Aspiration Project Brief.**	
2373	**Storage Facilities for Climax Engine**	Parks & Reserves	$50,000	$250,000	$250,000		**$550,000**	**Could do - Community aspiration project.** To identify and progress a permanent location to house and publicly display the restored Climax 1317 engine. **Refer to Community Aspiration Project Brief.**	

TE AWAMUTU - KIHIKIHI

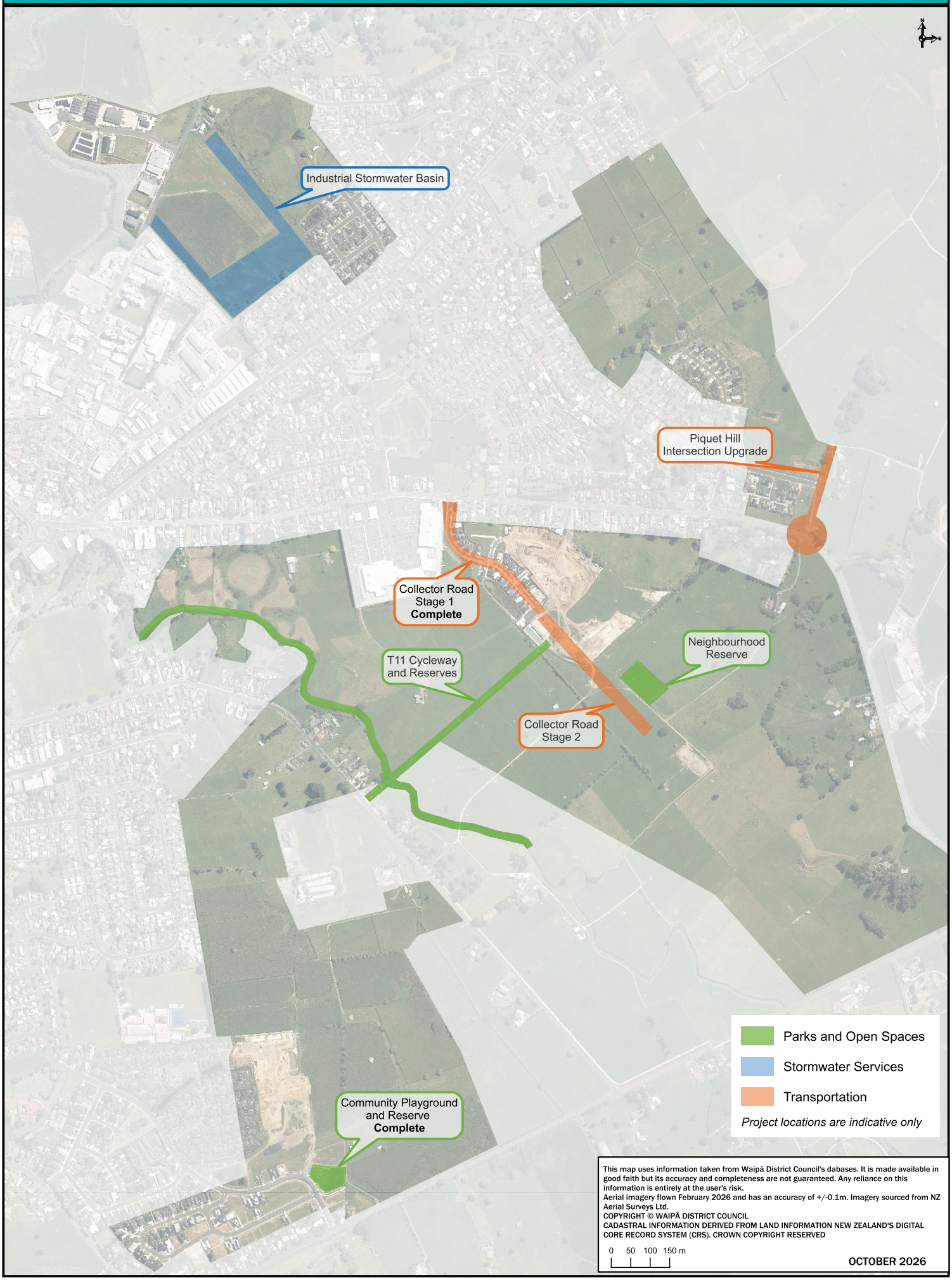
RENEWALS

2027 - 37 Long-Term Plan Investment Planning Programme

Version 1

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
MUST DO			**$1,613,831**	**$1,819,911**	**$940,618**	**$8,406,628**	**$12,780,988**		
1037	**Library Books Te Awamutu**	Community & recreational facilities	$192,000	$192,000	$192,000	$1,344,000	**$1,920,000**	Purchase of new library books	
1418	**Waipā Community Facilities Trust Event Centre Renewals**	Community & recreational facilities	$104,866	$116,866	$121,246	$1,589,757	**$1,932,735**	Service level agreement with Waipā Facilities Trust for Te Awamutu Events centre for plant and equipment renewals.	
2772	**Waipā Community Facilities Trust Events Centre Property Renewals**	Community & recreational facilities	$1,014,325	$1,339,325	$245,467	$2,551,660	**$5,150,777**	Ongoing renewals and maintenance of the building asset, plant and equipment for which Council is responsible for, in line with best practice asset management	
2860	**Te Awamutu Community Buildings Renewals**	Other: Property	$266,436	$54,975	$194,624	$2,258,658	**$2,774,693**	Ongoing renewals and maintenance across the Te Awamutu Community Building portfolio, for which Council is responsible for, in line with best practice asset management	
2862	**Kihikihi Community Buildings Renewals**	Other: Property	$36,204	$116,745	$187,281	$662,553	**$1,002,783**	Ongoing renewals and maintenance across the Kihikihi Community Building portfolio, for which Council is responsible for, in line with best practice asset management	

Growth Projects - Te Awamutu East



This map uses information taken from Waipā District Council's dabases. It is made available in good faith but its accuracy and completeness are not guaranteed. Any reliance on this information is entirely at the user's risk.
Aerial imagery flown February 2026 and has an accuracy of +/-0.1m. Imagery sourced from NZ Aerial Surveys Ltd.
COPYRIGHT © WAIPĀ DISTRICT COUNCIL
CADASTRAL INFORMATION DERIVED FROM LAND INFORMATION NEW ZEALAND'S DIGITAL CORE RECORD SYSTEM (CRS). CROWN COPYRIGHT RESERVED

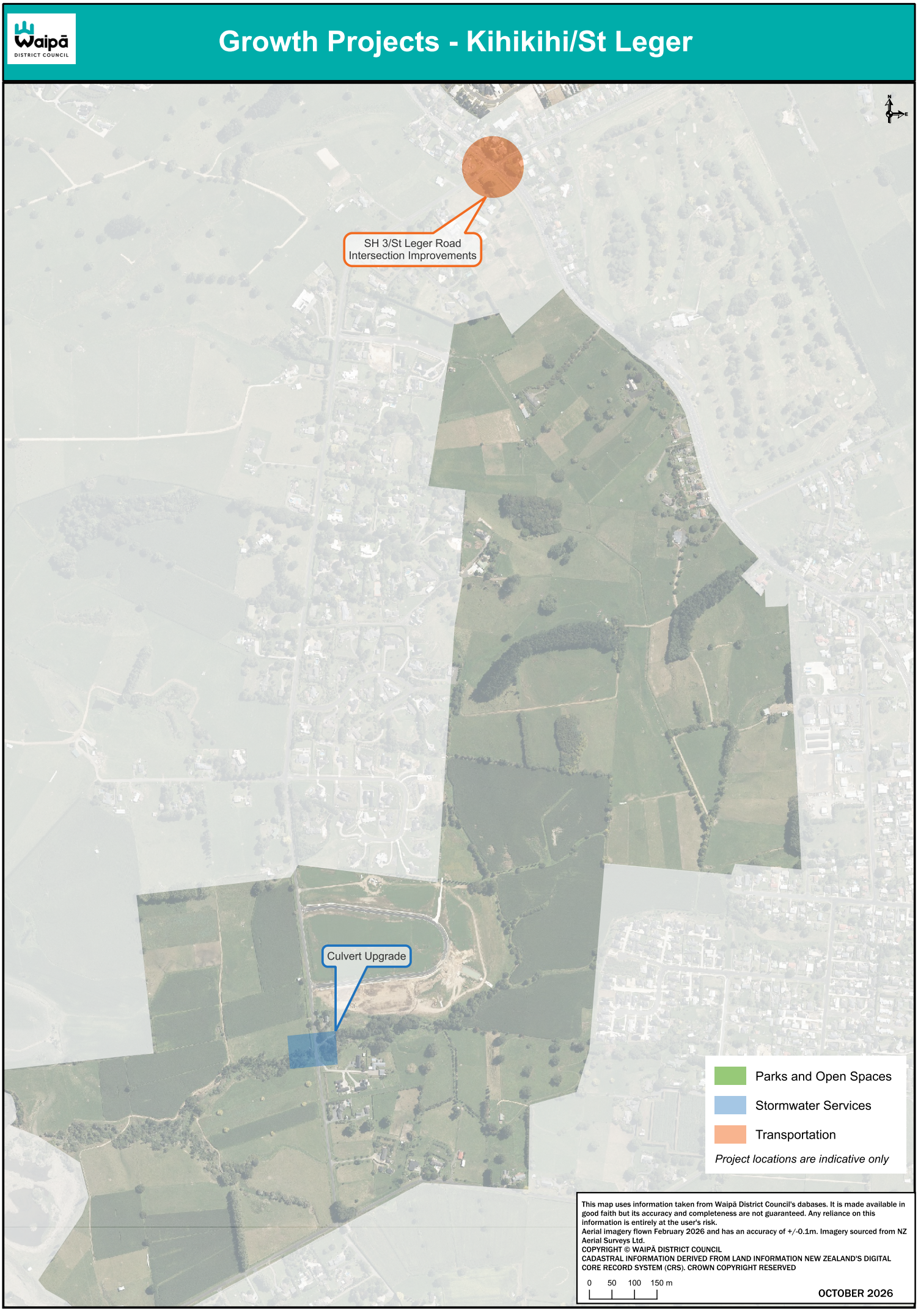
0 50 100 150 m

OCTOBER 2026

Growth Projects - Te Awamutu West



Growth Projects - Kihikihi/St Leger



NORTH WAIPĀ

Waipā DISTRICT COUNCIL

NORTH WAIPĀ - Airport, Mystery Creek, Rukuhia, SL1 and SL2 LEVELS OF SERVICE

2027 - 37 Long-Term Plan Investment Planning Programme Version 1

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)	Consequential opex (2027-37)
SHOULD DO										
3213	**Airport Precinct Multi Model Connectivity**	Roading & Transport	$51,030	$382,690	$918,460	$765,380	**$2,117,560**	**Should do - Transport Infrastructure supporting planned growth. Provides the missing links to c**onnect up the shared paths around the airport area.		
COULD DO										
4414	**Tuhikaramea/Collins Rd Int Improvement**	Roading & Tarnsport	$200,000				**$200,000**	**Should do - Improves road safety at a cross roads with a history of crashes.** Safety improvements to the Tuhikaramea/Collins Road intersection.	Possible 51% (unlikey)	

VILLAGES

Waipā DISTRICT COUNCIL

Villages

GROWTH

2027 - 37 Long-Term Plan Investment Planning Programme

Version 1

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	Extrernal revenue (%)
SHOULD DO			**$0**	**$279,577**	**$0**	**$2,502,473**	**$2,782,050**		
3188	**Ngāhinapōuri - SH39 intersection (N1, N2 & N3)**	Roading & Transport		$1		$1,440,391	**$1,440,392**	**Should do - to meet planned growth.** Planning and design work for upgrade of the SH39 intersection at Ngahinapouri to service N1, N2 and N3 growth, including Reid Road lighting and footpath connections. Development contributions already received from N1. To be ready for construction when demand triggered.	
2537	**Ngāhinapōuri Reserves land and development provision (N1, N2 & N3))**	Parks & Reserves		$279,576		$1,062,082	**$1,341,658**	**Should do - to meet planned growth.** Land acquisition and reserve development in the N3 growth area, Ngāhinapōuri, aligned with the private plan change (Coombes) and Village Concept Plan. Delivery is timed to developer progress.	

Villages

LEVELS OF SERVICE

2027 - 37 Long-Term Plan Investment Planning Programme

Version 1

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	Extrernal revenue (%)
MUST DO			**$150,984**	**$1,195,328**	**$1,116,407**	**$1,534,838**	**$3,997,557**		
2511	**Karāpiro Domain - Visitor Accommodation Feasibility Study implementation**	Property		$994,655	$1,024,494		**$2,019,149**	**Must do - Implementation of the feasibility study** for additional accommodation at Mighty River Domain (10 additional cabins). Revenue from the rental will provide a positive return on investment from first year operation.	
2865	**Karāpiro Domain Management Plan**	Property	$150,984	$200,673	$91,913	$1,534,838	**$1,978,408**	**Must do - safety.** Implementation of the Karāpiro Domain Management Plan. Health and safety responses such as pathways and road and road makring, particularly in large events. Prioritised so most important improvements are completed first.	
SHOULD DO			**$0**	**$40,000**	**$150,000**	**$1,200,000**	**$1,390,000**		
2351 CHILD	**Te Awa Cycleway Development**	Parks & Reserves		$40,000	$150,000	$1,200,000	**$1,390,000**	**Should do - Community Aspiration project** Te Awa Cycleway funding to extend by approximately 1.2km to Waipuke Reserve, Karāpiro. **Refer to Community Aspiration Project Brief.**	Possible external funding
COULD DO			**$39,663**	**$646,543**	**$246,620**	**$5,140,878**	**$6,073,704**		
4404	**Pirongia Walkway & Cycleway Connections**	Roading & Transport				$2,719,330	**$2,719,330**	**Could do - Safety** To creater safer and better connected walking and cylcing network within Pirongia Village Area.	51%
2686	**Pirongia Halls Upgrades**	Other: Property					**$0**	**Could do - Community Aspiration project.** To invest in a single fit-for-purpose community facility in Pirongia, rather than renewing the existing aging halls - option to be recommended following finalisation of the property strategy. **Refer to Community Aspiration Project Brief.**	
2359	**Waipuke Reserve Development (Karāpiro)**	Parks & Reserves	$39,663	$81,543	$246,620	$2,121,548	**$2,489,374**	**Could do - Amenity enhancement.** Concept plan and to undertake a master plan to support visitor safety.	
2585	**Pirongia Skatepark**	Parks & Reserves		$65,000			**$65,000**	**Could do - Community Aspiration** Contribution to Pirongia Skatepark construction with the rest of the project funded by community. **Refer to Community Aspiration Project Brief.**	
2561	**Ngāhinapōuri public toilets**	Community & recreational facilities				$300,000	**$300,000**	**Could do - Community Aspiration** Funding for installation of a public toilet in Ngāhinapōuri. **Refer to Community Aspiration Project Brief.**	
New	**Ngāhinapōuri Walkway - final section**	Parks & Reserves		$500,000			**$500,000**	**Could do - Community Aspiration** Developmet of the final section of the Ngāhinapōuri walkway (1.4km) between Old School Rd to Waipā River and 700m of boardwalk. **Refer to Community Aspiration Project Brief.**	

Villages RENEWALS

2027 - 37 Long-Term Plan Investment Planning Programme Version 1

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	Extrernal revenue (%)
MUST DO			**$2,074,428**	**$405,834**	**$712,391**	**$3,330,772**	**$6,523,425**		
2900	**Karāpiro Domain Renewals**	Property	$1,981,476	$355,536	$638,558	$3,077,310	**$6,052,880**	Karāpiro domain renewals.	
2859	**Pirongia Halls Renewals**	Property	$92,952	$50,298	$73,833	$253,462	**$470,545**	Renewals of Pirongia Halls (noting community aspiration project to consolidate and upgrade halls (2686)).	

DISTRICT WIDE

Waipā DISTRICT COUNCIL

DISTRICT WIDE — LEVELS OF SERVICE

2027 - 37 Long-Term Plan Investment Planning Programme — Version 1

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
MUST DO			**$6,008,260**	**$11,592,651**	**$6,657,834**	**$39,357,665**	**$63,616,409**		
4408	**Transport Infrastructure - Stormwater Quality Improvements**	Roading & Transport	$46,580	$112,000	$112,000	$784,000	**$1,054,580**	**Must do - compliance**. Transport stormwater quality improvements to meet District Wide stormwater discharge consent with Waikato Regional Council	Possible 51% (unlikely)
4444	**Cambridge and Te Awamutu Raised safety platform reworking**	Roading & transport	$200,000				**$200,000**	**Must do - Council resolution.** Improvements to make platforms more comfortable for motorists and emergency services. Placeholder figures. Resolution from Community Delivery Committee October 2026 - Required in 2027/28 to complete works which cannot be funded from reprioritisation in 2026/2027.	Possible 51%
1486	**Urban Storm Water Modelling**	Stormwater	$23,030	$40,000	$260,000	$690,000	**$1,013,030**	**Must do - compliance**. Modelling of urban stormwater to meet consent requirements.	
2509	**District Wide Rural Flood Studies**	Stormwater	$50,004	$50,000	$50,000	$533,500	**$683,504**	**Must do - legistlative compliance, maintain existing level of service, resilience and supports future growth.** District wide rural flood studies.	
2542	**Stormwater LOS Upgrades to Network Capacity**	Stormwater	$3,587,160	$3,587,160	$3,587,160	$25,110,118	**$35,871,597**	**Must do - compliance.** Stormwater Upgrades to Network Capacity Priority Projects. Needed to ensure compliance with comprehensive consent to prevent flooding.	
2687	**District Wide Stormwater Quality Improvements**	Stormwater	$1,431,793	$1,431,793	$1,431,793	$10,022,551	**$14,317,930**	**Must do - compliance.** District Wide Stormwater Quality Improvements. Priority Projects.	
2560	**Cemetery Land Acquisition & Development**	Cemeteries		$5,976,731	$359,729	$146,522	**$6,482,982**	**Must do - legal requirement.** Purchase of land for future cemetery.	
2591	**Cemetery Capacity Developments**	Cemeteries	$255,416	$186,495	$565,570	$1,422,120	**$2,429,601**	**Must do - legal requirement.** Expanding capacity within existing cemeteries to meet future demand.	
2594	**Cemetery Infrastructure (all locations)**	Cemeteries	$25,000	$25,000	$25,000	$175,000	**$250,000**	**Must do - maintain existing level of service, resilience and supports expanding capacity.** Provision of new infrastructure such as signage, furniture and structures as existing cemetries expand to maximise space (columbarium walls and ash gardens) to meet future demand.	
2176	**Pukemako Heritage and Cultural Restoration**	Parks & Reserves	$60,457	$113,472		$295,000	**$468,929**	**Must do - commitment with Ngati Haua.** Reserve enhancement and entrance way in accordance with commitment to Ngati Haua.	
2184	**Mangakaware - Restoration & Development**	Parks & Reserves			$24,050	$24,018	**$48,068**	**Must do - compliance.** New boundary fencing to prevent stock incursions into reserve land, improve water quality and comply with Waikato River Authority funding obligations.	
2534	**Collective Hydro Lakes**	Parks & Reserves	$328,820	$70,000	$242,532	$154,836	**$796,188**	**Must do - maintain existing level of service, safety, and resilience.** Boat ramp safety improvements, and recreational reserves are maintained for Karapiro, Arapuni lake reserves.	

Transport Level of Service Programme Breakdown

Level of service

2027 - 37 Long-Term Plan Investment Planning Programme

Ref #	Project	Location	Funding Priority	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description
4438	**Bus Stop Infrastructure**			**$100,000**	**$750,000**	**$600,000**	**$200,000**	**$1,650,000**	
	Te Awamutu bus stop infrastructure	Te Awamutu	Should Do		$150,000			$150,000	Formalise bus stops for Te Awamutu bus service to address unsafe hail and ride stopping on SH3
	Cambridge bus stop infrastructure	Cambridge	Should Do	$100,000	$600,000	$600,000	$200,000	$1,500,000	Cambridge connections, placeholder for new bus service stops
4439	**Pedestrian Safety Improvements**			**$230,000**	**$350,000**			**$580,000**	
	Rewi Street Centennial park pedestrian safety improvements	Te Awamutu	Should Do	$150,000	$350,000			$500,000	Provide connecting paths and safe pedestrian crossing to major destination playground and across Station Road intersection
	Burns St/Thompson St intersection pedestrian safety improvements	Cambridge	Could Do	$80,000				$80,000	Addresses safety concerns for residents of Lauriston Park Retirement Village
4440	**Safe Routes to school**		**Should Do**	**$150,000**	**$700,000**	**$150,000**	**$1,950,000**	**$2,950,000**	
	St. Patricks Catholic School - Safe routes to Schools	Te Awamutu	Should Do			$50,000	$450,000	$500,000	Provide traffic signals to replace zebra crossing, zebra no longer suitable for volume of traffic on Alexandra Street and better crossing on Rewi Street
	Te Awamutu College - Safe routes to Schools	Te Awamutu	Should Do	$100,000	$600,000			$700,000	Provide traffic signal crossing on Alexandra Street and safer informal crossings at adjacent side road intersections
	Te Awamutu Intermediate School - Safe Routes to Schools	Te Awamutu	Should Do	$50,000	$50,000			$100,000	Provide safe crossings over Hazelmere Crescent for students to Middle School
	Pekapekarau School - Safe Routes to Schools	Te Awamutu	Should Do		$50,000	$100,000		$150,000	Traffic calming to lower speeds on this wide straight street where speeds are high in front of a large school.
	Cambridge High School - Safe routes to Schools	Cambridge	Could Do				$800,000	$800,000	Provide safe road crossings on key routes to Cambridge High school
	Leamington Primary School - Safe Routes to Schools	Cambridge	Could Do				$100,000	$100,000	Provide safe crossings in Scott and Noel Street for side and rear access points to school.
	Pirongia School - Safe routes to Schools	Villages	Could Do				$300,000	$300,000	Provide safe road crossings on key routes to Pirongia School, Beechey and Belcher Streets
	Koromatua School - Safe Routes to Schools	Villages	Could Do				$100,000	$100,000	Provide two safe road crossings for pedestrians to this rural / urban fringe school
	Te Miro School - Safe Routes to Schools	Villages	Could Do				$100,000	$100,000	Traffic calming and safe predestrian crossing point on Te Miro Road
	Te Pahu School - Safe Routes to Schools	Villages	Could Do				$100,000	$100,000	Vehicle Entrance Improvement.

DISTRICT WIDE — RENEWALS

2027 - 37 Long-Term Plan Investment Planning Programme

Version 1

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
MUST DO			**$14,000,075**	**$14,238,478**	**$20,969,477**	**$114,601,732**	**$163,809,762**		
3004	**Street Furniture**	Roading & Transport	$10,000	$10,000	$10,000	$125,000	**$155,000**	Update/ renew existing street furniture in all towns.	
3015	**Amenity Lighting Renewals**	Roading & Transport	$3,880	$5,180	$6,210	$110,000	**$125,270**	Contractually committed. Carparking and under verandah lighting.	
3018	**Car Park Renewals**	Roading & Transport	$48,900	$65,210	$78,250	$768,842	**$961,202**	Carparking renewals planned and delivered by Downer Roading Maintenance Contract.	
4027	**Unsealed Smoothing**	Roading & Transport	$60,000	$60,000	$60,000	$420,000	**$600,000**	Gravel road renewals planned and delivered by Downer Roading Maintenance Contract.	51%
4028	**Reseals**	Roading & Transport	$3,650,000	$3,650,000	$3,650,000	$25,550,000	**$36,500,000**	Road resealing planned and delivered by Downer Roading Maintenance Contract.	51%
4029	**Thin Ashpaltic Concrete**	Roading & Transport	$1,150,000	$1,150,000	$1,150,000	$8,050,000	**$11,500,000**	Road ashpaltic renewals planned and delivered by Downer Roading Maintenance Contract.	51%
4030	**Kerbing**	Roading & Transport	$100,000	$100,000	$100,000	$700,000	**$1,000,000**	Kerbing renewals planned and delivered by Downer Roading Maintenance Contract.	51%
4031	**Culverts & headwalls**	Roading & Transport	$220,000	$220,000	$220,000	$1,870,000	**$2,530,000**	Culvert and headwalls renewals planned and delivered by Downer Roading Maintenance Contract.	51%
4032	**Large culverts**	Roading & Transport	$100,000	$100,000	$100,000	$920,000	**$1,220,000**	Large culvert renewals planned and delivered by Downer Roading Maintenance Contract.	51%
4033	**Pavement Rehab**	Roading & Transport	$3,200,000	$3,200,000	$3,200,000	$22,400,000	**$32,000,000**	Pavement rehabilitation planned and delivered by Downer Roading Maintenance Contract.	51%
4040	**Structural Bridge Works**	Roading & Transport	$1,050,000	$1,050,000	$1,050,000	$7,350,000	**$10,500,000**	Structural bridge works planned and delivered by Downer Roading Maintenance Contract.	51%
4045	**Lighting Replacement**	Roading & Transport	$200,000	$200,000	$200,000	$1,780,000	**$2,380,000**	Contractually committed. Street light replacements.	51%
4159	**Guardrail Renewals**	Roading & Transport	$60,000	$60,000	$60,000	$475,000	**$655,000**	Contractually committed. Renewing older guard rails and as they are hit.	51%
4308	**Catchpit Renewals**	Roading & Transport	$25,000	$25,000	$25,000	$175,000	**$250,000**	Catchpit renewal planned and delivered by Downer Roading Maintenance Contract.	51%
4353	**Footpath Renewals**	Roading & Transport	$350,000	$350,000	$350,000	$2,450,000	**$3,500,000**	Footpath renewals planned and delivered by Downer Roading Maintenance Contract.	51%
4437	**Bridge Renewals**	Roading & Transport	$500,000	$500,000	$5,500,000	$17,500,000	**$24,000,000**	Bridge renewals. Placeholder for expected major repairs and renewals of bridges and retaining structures based on early assessment of bridge inspection reports. Further work needed in first 2 years to risk assess and schedule high priority works. Likely delivered through additional bridge specialist repairer or construction contracts.	51%
2337	**District Wide Stormwater Renewals**	Stormwater	$702,800	$702,800	$702,800	$4,919,600	**$7,028,000**	Delivery of renewal works for specific assets, relating to stormwater pipes, manholes and connections as identified through our asset management system (Assetfinda), culverts and headwalls.	
2380	**Cemeteries Renewals**	Cemeteries	$15,000	$15,000	$15,000	$175,000	**$220,000**	Renewal of cemetery assets such as signage, fencing, furniture and surfaces.	

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
1880	**Parks Structure Renewals**	Parks & Reserves	$209,630	$516,144	$1,705,407	$1,881,590	**$4,312,771**	Renewals for parks structures such as boardwalks, bridges and boat ramps.	
2370	**Playground Equipment & Safety Surfaces Renewal**	Parks & Reserves	$488,000	$488,000	$488,000	$4,407,000	**$5,871,000**	New equipment and surfacing to replace older high maintenance equipment and keep them looking fresh, modern and challenging for users.	
2522	**Parks Renewals**	Parks & Reserves	$212,071	$337,406	$212,145	$1,327,472	**$2,089,094**	Renewals for parks structures such as boardwalks, bridges and boat ramps.	
2545	**Public Conveniences Renewals**	Parks & Reserves	$464,450	$193,900	$648,180	$2,401,590	**$3,708,120**	Renewal of like for like fittings, connections, parts and tiling as well as total refurbishment or replacement when the asset has reached the end of its useful life	
2559	**Parks Plant and Equipment Replacement**	Parks & Reserves	$108,516	$147,974	$230,174	$1,675,636	**$2,162,300**	Renewal of parks operating plant and equipment (tractors, mowing equipment and trailers)	
1038	**Pensioner Housing Renewals**	Other: Property	$646,380	$983,014	$968,699	$5,307,400	**$7,905,493**	Pensioner housing renewals	
2864	**Residential Housing Renewals**	Other: Property	$11,880	$11,880	$11,880	$83,160	**$118,800**	Residential property housing renewals	
2866	**Closed Landfills**	Other: Property				$60,000	**$60,000**	Not 100% sure what you looking for: Provide ongoing monitoring and maintenance at closed landfill sites to meet legislative requirements	
2867	**Commercial Property Renewals**	Other: Property	$295,524	$64,326	$86,066	$1,126,975	**$1,572,891**	Provide ongoing renewals and maintenance for commercial property assets to ensure optimum return on investment	
2863	**Rural Hall Renewals**	Other: Property	$118,044	$32,644	$141,666	$592,467	**$884,821**	Ongoing renewals across Council owned rural halls, in line with best practice asset management	
SHOULD DO			**$9,121,668**	**$9,121,668**	**$9,121,668**	**$46,001,676**	**$73,366,680**		
New	**Pavement renewal**	Roading & Transport	$2,800,000	$2,800,000	$2,800,000	$9,800,000	**$18,200,000**	Pavement rehabilitation renewal programme	
New	**Surfacing renewal (Chip and AC)**	Roading & Transport	$2,200,000	$2,200,000	$2,200,000	$7,700,000	**$14,300,000**	Road resealing renewal programme	
New	**Drainage renewal**	Roading & Transport	$21,667	$21,667	$21,667	$151,669	**$216,670**	Road drainage renewal programme	
New	**Lighting renewal**	Roading & Transport	$50,000	$50,000	$50,000	$350,000	**$500,000**	Street lighting renewals	
New	**Footpath renewal**	Roading & Transport	$100,000	$100,000	$100,000	$350,000	**$650,000**	Footpath renewals	
New	**Structures repair**	Roading & Transport	$16,667	$16,667	$16,667	$116,669	**$166,670**	Structure repairs	
New	**Structures renewals**	Roading & Transport	$3,933,334	$3,933,334	$3,933,334	$27,533,338	**$39,333,340**	Structure renewals programme	

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
SHOULD DO			**$654,996**	**$2,827,890**	**$2,057,265**	**$10,378,830**	**$15,918,981**		
4323	**Variable Speed Control Signs**	Roading & transport	$10,000	$10,000	$10,000	$70,000	**$100,000**	**Should do - safety and meet NZTA rules.** Allows to renew or upgrade LED signs that highlight school pedestrians or show speed reductions dependent on school times. Signs are required to meet school speed limit enforcement rules from NZTA. The alternative is to use static signs only which are less effective in higher speed and higher traffic volume locations.	51%
3064	**New Footpath Construction**	Roading & transport	$50,000	$80,000	$175,000	$1,100,000	**$1,405,000**	**Should do - support planned growth and maintain level of service.** District wide footpath construction, provides to connect new growth areas and existing areas. Not based on any commitments but is a provision for out of sequence development and need to ensure footpath network connectivity.	
4439	**Pedestrian Safety Improvements**	Roading & transport	$230,000	$350,000	$0		**$580,000**	**Should do - safety.** Pedestrian safety improvements in Te Awamutu (Rewi St) and Cambridge (Burns St/Thompson) **Refer to Transport Programme Breakdown sheet**	51%
4440	**Safe Routes to School**	Roading & transport	$150,000	$700,000	$150,000	$1,950,000	**$2,950,000**	**Should do - safety.** Stransport improvements for schools across a variety of locations in Te Awamutu, Cambridge and villages. **Refer to Transport Programme Breakdown sheet**	51%
4438	**Bus Stop Infrastructure**	Roading & transport	$100,000	$750,000	$600,000	$200,000	**$1,650,000**	**Should do - support planned growth. N**ew bus stop infrstructure in Te Awamutu and Cambridge. **Refer to Transport Programme Breakdown sheet**	51%
2837	**Forestry Waipa DC February 2026 Storm Event**	Other: Foresty	$24,996	$50,000	$150,000	$3,100,000	**$3,324,996**	**Should do - financial sustainability (positive net return).** Works for road access to enable harvest of the forest (Te Tahi and Sainsbury). These works enable the harvesting (and associated revenue) to continue, both with the next harvest as well as future harvests. The cost of the works is offset by income from the initial harvest, with subsequent harvests providing a return to Council.	Revenue from harvesting
2690	**Plant & Equipment for additional Parks Operations Team Resources**	Parks & Reserves		$800,000		$210,000	**$1,010,000**	**Should do - supporting an inhouse service delivery model.** New Plant and equipment to support expanded in house maintenance delivery model. New in-house delivery model cannot operate without the plant equipment.	
2689	**Plant & Equipment for Community and Volunteer Engagement Officer**	Parks & Reserves	$75,000			$75,000	**$150,000**	**Should do - health and safety** Plant and equipment to manage volunteers delivering projects in the community.	
2533	**Sports Fields Improvements**	Parks & Reserves		$31,770	$900,150	$3,568,830	**$4,500,750**	**Should do - maintain existing level of service, resilience and supports expanding capacity.** Infrastructure improvements into existing sportsfields such as irrigation, primary and secondary drainage to increase sports field playing hours to avoid needing new sportsfields.	
2172	**Lake Rotopiko Heritage Development**	Parks & Reserves		$41,120	$57,115		**$98,235**	**Should do - safety and security -** Lake Rotopiko Automatic gate and solar panel upgrade.	
1863	**Peat Lake Programme**	Parks & Reserves	$15,000	$15,000	$15,000	$105,000	**$150,000**	**Should do - resilience** Implement the National Policy Statement for Indigenous Biodiversity and work with mana whenua and other stakeholders to protect, restore and enhance peat lakes and wetlands across the district for future generations.	

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
COULD DO			**$2,931,259**	**$5,927,303**	**$3,126,608**	**$10,061,746**	**$22,046,916**		
3060	**Car Park Improvements**	Roading & Transport	$75,000	$30,000	$20,000	$140,000	**$265,000**	**Could do - service level improvement and support planned growth.** Implementation of a parking framework for the district across Te Awamutu and Cambridge and village centres. Work can include paint lines and signs (OPEX) or street changes, kerbs, lighting etc (CAPEX). Some of this funding would apply to implementing parking improvements as part of Cambridge Connections	
4403	**Local Street Improvements (low cost - low risk)**	Roading & Transport	$97,810	$244,520	$586,850	$4,107,950	**$5,037,130**	**Could do - improve levels of service, safety and support planned growth** Streetlight upgrades, rural road widening during renewals and other miscellaneous improvement works	51%
2672	**Dog Bins, Equipment and Signage**	Public regulatory Services: Animal Control			$5,975		**$5,975**	**Could do - service level improvement for efficiency** Installation of liners in all existing bins to improve emptying efficiency. Provision for up to four additional bins per year, including ongoing emptying and cleaning. Installation and replacement of dog control signage, primarily at new off-leash areas.	
2165	**Lake Ngaroto - Management Plan Heritage Restoration**	Parks & Reserves	$60,000	$75,000	$120,000	$470,000	**$725,000**	**Could do - Amenity enhancement.** Implement the outcomes of the restoration management plan and the National Policy Statement for Indigenous Biodiversity through the protection, restoration and enhancement of peat lakes and wetlands across the district in partnership with mana whenua and other stakeholders.	
2351	**Amenity Reserves Development**	Parks & Reserves				$5,093,226	**$5,093,226**	**Could do - for amenity enhancement.** Develop and improve amenity reserves. Accessible spaces, paths in and out of the reserves, car parking, facilities and amenity enhancements, for walkways around esplanade in Te Awamutu and Pironiga.	Possible external funding
2693	**District Wide Wayfinding and Identification signage Installation**	Parks & Reserves	$76,449	$161,783	$161,783	$250,570	**$650,585**	**Could do - Amenity and placemaking.** Wayfinding signage installation for parks and reserves.	
2602	**Te Awamutu to Pirongia Cycleway**	Parks & Reserves	$2,622,000	$3,616,000	$1,532,000		**$7,770,000**	**Could do - community aspiration project.** To progress the development of the Te Awamutu to Pirongia recreational cycleway via Lake Ngā Roto. **Refer to Community Aspiration Project Brief**	
2668	**Kerbside Refuse Collection**	Waste Management & Minimisation		$1,800,000	$100,000		**$1,900,000**	**Could do - community aspiration project as supported by public feedback on 2022/23 Waste Mininimisation Plan** Introduce a new Council-provided kerbside refuse collection service in urban areas, this is for capital costs. There are also operating costs. **Refer to Community Aspiration Project Brief**	
NEW	**Kerbside Food Waste Collection Service**	Waste Management & Minimisation			$600,000		**$600,000**	**Could do - community aspiration project as supported by public feedback on 2022/23 Waste Mininimisation Plan** Introduce a new Council-provided kerbside food waste collection service in urban areas, this is for capital costs. There are also operating costs. **Refer to Community Aspiration Project Brief**	

SUPPORT SERVICES

Waipā DISTRICT COUNCIL

Support Services — RENEWALS

2027 - 37 Long-Term Plan Investment Planning Programme

Version 1

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	Assumed revenue (%)
MUST DO			**$1,322,276**	**$2,229,289**	**$2,837,535**	**$15,764,592**	**$22,153,692**		
2624	**Plant Program Vehicle Plant Purchases**	Fleet	$642,000	$1,147,000	$2,103,500	$9,789,000	**$13,681,500**	Fleet vehicle renewals	
2383	**Office Furniture - Org Wide**	Council buildings	$27,276	$27,272	$27,272	$190,904	**$272,724**	Office furniture renewals	
2857	**Council Occupied Renewals**	Council buildings	$1,728	$0	$28,884	$1,193,054	**$1,223,666**	Council occupied building renewals	
2858	**Business Accommodation Renewals**	Council buildings	$575,172	$945,417	$595,779	$3,211,496	**$5,327,864**	Business accommodation renewals	
1027	**IT Hardware Renewal Other**	Other: IS	$6,500	$5,000	$12,500	$601,450	**$625,450**	IT renewals	
1647	**IT Minor Assets**	Other: IS	$49,600	$49,600	$49,600	$354,470	**$503,270**	IT minor asset renewals	
2276	**Aerial Photography**	Other: IS				$214,218	**$214,218**	Aerial photography imagary capture for GIS system and other uses.	
2670	**Events Equipment Renewals**	Communications and engagement	$20,000	$55,000	$20,000	$210,000	**$305,000**	Renewal programme to cover equipment such as marquees, sound system, lecterns, banners, archways, crowd control barriers etc.	

ATTACHMENT 4

Ahu Ake – Iwi and Mana Whenua priorities (ECM 11811436)

Mana Whenua & Iwi partnership

Council and Mana Whenua and Iwi expressed an early principle in developing the plan, which was that it must be a Waka Hourua (double-hulled canoe). In this context, it is an analogy for strong partnerships between Mana Whenua and Iwi, Council and the community, working collectively for mutually beneficial outcomes.

Mana Whenua and Iwi historical context in Waipā and Tiriti o Waitangi settlements

Settlement of the Waikato and Waipā District in particular, by the Tainui people, started as they began to explore inland several generations after initially settling at their final landing place of Kāwhia.

They eventually displaced the earlier inhabitants, Ngāti Kahupungapunga, either by war or assimilation.

Virtually all the tāngata whenua (local people) of Waipā can trace their ancestry to Tāwhao, a direct descendant of Hoturoa, the captain of the Tainui canoe.

The settlement of Ōtāwhao is currently known as Te Awamutu, which means the 'end of the navigable way', where it was impractical to bring a canoe any further upstream.

Waipā District is a very fertile area and was densely populated by Mana Whenua for many generations until the land wars of the early 1860s.

The Crown Forces under General Cameron invaded the Waikato, which resulted in the confiscation of 1.2 million acres of land in the Waikato. This included Waipā's fertile agricultural lands with the southern boundary being the Pūniu River.

The Mana Whenua communities were then replaced by the garrison towns of Alexandra (Pirongia), Te Awamutu, Kihikihi, and Cambridge, and much of the land was then balloted to the military settlers.

The Crown's actions in displacing Mana Whenua from their whenua (lands) and awa (rivers) catastrophically impacted Mana Whenua communities' access to economic, social, and health opportunities and other metrics of wellbeing. Many Mana Whenua were forced to leave their rohe, seeking refuge in other parts of the country.

The Crown, Mana Whenua and Iwi have negotiated the settlement of claims against the Crown's breaches of Te Tiriti o Waitangi (The Treaty of Waitangi), resulting in redress being negotiated for those Mana Whenua and Iwi who have concluded settlements. To this day, negotiations continue for Mana Whenua and Iwi with outstanding claims.

The negotiated redress cannot and does not fully compensate Mana Whenua and Iwi for their losses at the Crown's hands, but these settlements herald a new era in Crown, Mana Whenua and Iwi relationships. Waipā District Council is part of these relationships through the Joint Management Agreements (JMAs) it has with River Iwi (Maniapoto, Raukawa, Waikato Tainui) as a result of Waikato and Waipā River settlement redress. Recognising the importance of the relationships, Council continues to nurture and develop partnerships with Mana Whenua and Iwi.

Treaty settlement redress also provides some resources for Mana Whenua and Iwi to advance their aspirations for wellbeing and prosperity as Mana Whenua, Iwi, and members of the community.

Document Set ID: 11811436
Version: 1, Version Date: 06/11/2026

Mana Whenua and Iwi involved in Ahu Ake

Ahu Ake has been developed with Iwi and hapū, whose rohe (tribal areas) stretch across the district and the wider Waikato region. Iwi and hapū were involved to the extent that their capacity allowed. This included Mana Whenua and Iwi representatives nominated to the Council's Project Control Group[3], feedback from Ngā Iwi Tōpū O Waipā (NITOW)[4], Joint Management Agreement (JMA) partner meetings, meetings held at marae, and through online hui.

Two partner workshops were held with Council, Mana Whenua and JMA representatives. Firstly, to agree on a future scenario to set the direction for the Interim Draft Spatial Plan, and secondly to provide feedback on an updated draft version of Ahu Ake.

Mana Whenua / Iwi and hapū involved included:

- Maniapoto
- Ngāti Apakura
- Ngāti Hauā
- Ngāti Hikairo
- Ngāti Kahu
- Ngāti Koroki Kahukura
- Ngaati Maahanga
- Ngāti Paretekawa
- Ngāti Unu
- Ngāti Werokōkō
- Raukawa
- Raukawa ki Wharepūhunga
- Waikato-Tainui

Mana Whenua and Iwi aspirations

Mana Whenua and Iwi wish to call their people home so they can live, work, play and invest within their traditional rohe, exercising mana whakahaere (traditional and contemporary authority). Aspirations and priorities communicated throughout the planning process have influenced the scope and recommendations of Ahu Ake.

Māori housing: Kia ahu ake i te kāinga Māori / Facilitate Mana Whenua and Iwi to use the land they own or lease without inappropriate constraints.

- Reduce the housing shortfall and provide a range of different types of housing / choice for Māori, particularly for those in greater need.
- Enable Mana Whenua with equitable access to education, healthcare, and social services.
- Enable Mana Whenua and Iwi to use the land they own or lease without inappropriate constraints. Papakāinga (living areas/ settlements) could be built anywhere, including on general freehold land and in urban areas.

There is an important relationship between papakāinga and other wāhi (places), such as marae, urupā (burial places) and kōhanga reo (te reo cultural hub). This is linked to Mana Whenua and Iwi aspirations to establish papakāinga associated with ancient marae, wāhi tapu (sacred sites) or pā – but this should not limit where papakāinga can occur.

There is an opportunity to develop papakāinga on land currently owned by Mana Whenua and Iwi. While there is limited remaining Māori land in the district, there is plenty of whānau-owned land (land owned privately) which could be used for papakāinga instead of grazing.

[3] The Project Control Group was formed to oversee delivery of Ahu Ake and make recommendations to Council related to the project and to endorse the final plan. A core objective of the group was to ensure that Council and Mana Whenua and Iwi can give effect to Joint Management Agreement responsibilities, pursuant to the Waikato and Waipā river settlement acts, through the project. Membership included four Elected Members, the Māori Ward Councillor, four Mana Whenua and Iwi representatives, the Project Sponsor and Project Owner, and an Executive Team representative, who met regularly to endorse project deliverables and provide direction to the project team.

[4] Ngā Iwi Tōpū O Waipā (NITOW), translated as The Assembled People of Waipā, is a group that represents all hapū in the Waipā District. They meet monthly and consider resource consent applications. They also consider other issues that are brought directly to Mana Whenua and Iwi for consultation and consideration.

Document Set ID: 11811436
Version: 1, Version Date: 06/11/2026

He kāinga te wāhi (the place is home): Kia ahu ake i te wāhi hei kāinga / Good urban density should feel like home for Mana Whenua and Iwi.

Mana Whenua and Iwi have told us that they currently feel unwelcome in many urban spaces – good urban density should feel like home for all. Some physical/design aspects that could achieve this include:

- Acknowledging the past, present, and future of Mana Whenua through artwork/design.
- Recognising, protecting and enhancing cultural landscapes, taonga (treasures, possessions) and sites, customary activities, wāhi tapu (sacred sites), wāhi whakahirahira (important sites), wāhi tūpuna (ancestral sites), and mahinga kai (food gathering and production).

In urban areas:

- Achieve density within papakāinga without overcrowding.
- Create forested green areas and community gardens.
- Daylighting streams provide access to sunshine and a connection to the taiao (the environment).
- Balance openness and privacy. Don't create gated communities.

And in rural areas:

- Design needs to be site-specific, as in many rural areas buildings greater than two storeys will stand out. Some areas also don't have large enough properties for higher densities.
- The clustering of houses not only promotes a sense of community but also protects high-class soils, offering a promising future for rural areas.
- On-site sewerage systems are needed to manage the effects of development on the whenua (land) and awa (waterways).

Māori economy: Kia ahu ake te Ōhanga Māori / Create opportunities for Mana Whenua to return to and remain in their rohe.

There is a perception that young Māori leave the district, not because they want to, but because they must if they want to secure well-paying jobs, for further education, or because of the lifestyle available in larger cities. To alleviate this trend, the following are needed:

- An environment that attracts young Mana Whenua currently living outside the district and fosters new businesses.
- Papakāinga, which enables young Mana Whenua to return to the district.
- Good quality internet and transport connections which connect papakāinga with the rest of the district, and other main destinations.

It is our collective responsibility to protect and restore high-class soils and provide for mahinga kai (gathering of food) as a foundation for the economy. By doing so, we not only ensure the sustainability of our natural resources but also contribute to the overall wellbeing of our community.

Te Taiao: Kia taiea te taiao / Protect and restore ngā koiora tuku iho, natural heritage and biodiversity.

- Reduce greenhouse gas emissions and protect marae and customary activities from the risks of climate change and natural hazards.
- Enhance the quality of wetland habitat and peat lakes in the district.
- Enhance the mauri and life-supporting capacity of land and water.



Document Set ID: 11811436
Version: 1, Version Date: 06/11/2026

ATTACHMENT 5

Draft Property Strategy (ECM 11803761)

DRAFT WAIPĀ DISTRICT COUNCIL PROPERTY STRATEGY

Note - prepared following Elected Member workshops. Subject to further review and Council consideration, with adoption targeted for December 2026.

INTRODUCTION

Council owns property to deliver services and meet the current and future needs of communities across our district.

Infrastructure corridors, parks, community facilities, operational sites and strategic holdings support public services, community wellbeing and the places where people live, work and connect.

This strategy guides why Council owns property, how it is used and when to retain, invest, repurpose, develop, acquire, lease or dispose of it.

It balances public value, need, affordability and future options to support long-term financial sustainability and resilience.

An implementation plan at the end of this strategy sets out the initial priorities and actions to put it into practice, with the first year of implementation being 2027.

SCOPE

Property includes Council-owned land and buildings and relevant leasehold or other property interests. Reviews will use existing activity and asset planning, group related holdings where appropriate and avoid duplicate processes.

STRATEGIC CONTEXT

This strategy supports Council’s priorities of a lean organisation, managing growth and broadening its funding base. This means making better use of property and reducing avoidable costs; prudent management of assets, aligning holdings and investment with growth and service needs; and pursuing appropriate income and investment opportunities to reduce long-term reliance on rates.

Over the longer term, Council will explore opportunities to build a more diversified asset and investment portfolio. This could help generate more sustainable income sources, reduce reliance on rates and strengthen Council's financial resilience, including its ability to respond to emergencies and unexpected events. Decisions about Council's property holdings will help support this broader financial direction.

Document Set ID: 11803761
Version: 9, Version Date: 09/11/2026

Sound property decisions also support responsible financial management, well-planned communities, partnership, public trust and resilience. Relevant iwi partners, communities, users and affected occupiers will be enabled to inform the understanding of property needs and development of options, not only respond to a preferred proposal. This indicates a longer-term value of property and how it serves our communities.

Ahu Ake – The Waipā Community Spatial Plan provides the long-term spatial direction for Council. Property decisions must connect with the Growth, Infrastructure and Financial Strategies, the Long Term Plan, activity and asset management plans and investment policies. Over time, property opportunities arising from Council's property programme will critically inform these processes.

It is important to note that this strategy does not approve expenditure or transactions, it provides the strategic direction to guide Councils decision making alongside the related strategies outlined above.

Property decisions must comply with applicable legislation and obligations, including requirements relating to reserves, public works, Treaty settlements, land use, engagement and Council decision-making. Property can carry long-term community and intergenerational value that is not captured by financial return alone, and this strategy is intended to help identify and provide clarity to the balancing of those values and consequent trade-offs.

VISION

'Council's property portfolio is actively managed to deliver the best long-term value for Waipā and its communities.'

Success means a portfolio with clear purpose, properties suited to needs on a temporal basis (consideration to past, present and future), better use and whole-of-life affordability, and transparent decisions with evidenced benefits. Value includes community, cultural, environmental, operational, strategic and financial outcomes; financial return alone is not the test.

PRINCIPLES

1. **Property has a clear purpose**
   We hold property to support Council services, community outcomes or other agreed strategic purposes. The reason for holding each property should be clearly understood.

Document Set ID: 11803761
Version: 9, Version Date: 09/11/2026

2. **We make the best use of what we own**
   Property is actively managed to support service delivery, community outcomes and/or financial sustainability.

3. **Property needs change over time**
   We review holdings when service needs, risks, costs or proposed uses materially change, while considering future opportunities. This needs to occur at regular enough intervals to ensure relevancy is maintained, but balanced with providing Council, partners and the market enough certainty to be useful and productive.

4. **We recognise different values associated with property**
   Decisions consider community/partnership, cultural, environmental strategic and financial value alongside the costs, risks and obligations of ownership.

5. **We manage property as a portfolio**
   Decisions about individual properties take account of Council's wider networks, partnerships, responsibilities and legal obligations, property needs, priorities and opportunities, both now and into the future.

6. **Categorisation and accountability matter**
   We categorise property by its primary purpose and make responsibilities for management, decisions and monitoring clear.

DRAFT

OUR PROPERTY PORTFOLIO

Council's properties serve different purposes. The following three categories provide a common way to understand why property is held and what Council is trying to achieve.

Type	Primary purpose	What we are trying to achieve
A – Core Infrastructure	Support essential infrastructure and services, including transport, stormwater and utility land.	Land is fit for purpose and supports current and future infrastructure needs.

Document Set ID: 11803761
Version: 9, Version Date: 09/11/2026

B – Community and Operational	Support community and Council services and facility provision including parks, reserves, halls, libraries, recreation, civic and operational property.	Property is fit for purpose, well maintained, well used and responds to community and service needs.
C – Commercial	Hold, invest in or develop property primarily for commercial return.	Protect and grow long-term value and contribute to Council's financial sustainability, delivery and overall resilience.

These are management categories. They do not change the legal status of any property or remove statutory requirements or restrictions on its use or disposal.

Guidance Notes informing the Strategy

Council will classify by primary purpose, including any identified future purpose. Future infrastructure or community and operational holdings belong in A or B respectively. Record secondary uses separately; interim rental income does not make a holding commercial.

For other strategic holdings, Council will record the intended outcome, ownership rationale and review trigger. Where purpose or category remains unresolved, use a temporary ‘classification under review’ status with responsibility for resolution, rather than defaulting to Type C.

Type A – Core Infrastructure Property

Type A property is held primarily to enable provision of core infrastructure and essential services. It includes land for transport, stormwater and other infrastructure or utilities, including land identified for future infrastructure needs.

Objective: Ensure infrastructure property is appropriately located, sized and fit for current and future service needs.

Type B – Community and Operational Property

Type B property is held primarily for community services, public amenities, recreation, Council operations and other community outcomes. Examples include parks and reserves, community facilities, libraries, recreation facilities, cemeteries, civic buildings and offices,depots, and housing held for community purposes. Type B property may be owned or leased by Council. Decisions about whether to own, lease or use alternative business accommodation arrangements will consider service needs, whole-of-life costs, flexibility and financial value.

Objective: Ensure community and operational property is fit for purpose, well used, well maintained and aligned with current and future needs.

Document Set ID: 11803761
Version: 9, Version Date: 09/11/2026

Type C – Commercial Property

Type C property is held primarily for commercial return. Investing in or developing a property does not automatically make it commercial. Neither does a property being underutilised, generating rental income or no longer being used for its original purpose.

Commercial proposals must demonstrate strategic fit, risk-adjusted returns and whole-of-life affordability, addressing funding exposure, capability, downside scenarios and exit options through applicable investment policies and approvals. Recurring net income, one-off proceeds and unrealised capital growth must be distinguished.

Type C does not necessarily mean sale: retention, leasing, development, partnerships or disposal may provide the best long-term value.

Objective: Protect and grow the long-term value of Council's commercial property portfolio and contribute to Council's financial sustainability.

REVIEWING AND MANAGING OUR PROPERTY PORTFOLIO

Council will progressively review holdings to confirm their purpose and improve outcomes, not simply identify property for sale. Acquisitions and continued ownership must have a clear purpose and be tested against leasing, sharing, partnering or meeting needs without additional property. The review process is:

1. **IDENTIFY**

Confirm the holding, its purpose, primary category, secondary uses and accountable manager; flag unresolved classifications.

2. **ASSESS**

Assess present and future needs, performance, costs, risks and practical alternatives using the criteria below.

3. **RECOMMEND**

Compare realistic options and trade-offs, explain uncertainties and recommend the approach that best meets the intended outcomes.

4. **ACT**

Obtain required business case, budget and statutory approvals, complete engagement requirements and implement the authorised option.

5. **REVIEW**

Document Set ID: 11803761
Version: 9, Version Date: 09/11/2026

Monitor outcomes and reconsider the property as needs and circumstances change.

Assessment will be proportionate to scale, risk and significance, covering:

- current and reasonably foreseeable infrastructure, service and community needs;
- alignment with Council's strategic direction and the wider property portfolio;
- legal responsibilities, parameters and obligations;
- utilisation, condition, suitability and opportunities for better use;
- whole-of-life affordability, net financial performance where relevant, and risks of retaining or changing use;
- community, cultural, environmental and strategic benefits, hazard and climate exposure, adaptability and future operating and renewal needs; and
- realistic alternatives to continued ownership or of the current use.

Service, community or strategic benefits may justify retention where costs and risks are understood. Potential outcomes include:

- Retain
- Invest
- Repurpose
- Develop
- Partner
- Lease
- Reclassify
- Dispose

CLASSIFICATION AND DECISION-MAKING

Properties are classified according to their primary purpose. Classification may change when that purpose changes, but underused or surplus property is not automatically available for commercial use or disposal.

Council will establish a consistent process for reviewing property classifications and considering proposed changes between Types A, B and C. Property Services will work with the Finance and Commercial Business Group and relevant activity managers across the organisation to assess current and future needs; available options, and financial, partner, community and legal implications.

Decisions on proposed changes to property classification will be made following appropriate assessment and advice, in accordance with Council's agreed decision-making arrangements and delegations.

Document Set ID: 11803761
Version: 9, Version Date: 09/11/2026

Changes in classification do not of themselves authorise development or sale. Acquisition, investment, development, leasing and disposal will require the necessary decisions, funding, engagement and approvals through Council's relevant processes and associated governance models.

GOVERNANCE AND ACCOUNTABILITY

Council sets the strategic direction for its property portfolio, oversees performance and approves significant property decisions in accordance with its delegations.

Relevant staff from the Finance and Commercial Business Group will coordinate portfolio management, implementation and reporting, working with relevant activity managers. Activity managers remain responsible for the services, assets and budgets associated with their properties. Responsibilities and decision-making arrangements will be clarified as part of implementation (refer sections below and the appended Implementation Plan).

As part of the projected maturity of leading the property portfolio for enhanced outcomes, Council is committed to reviewing its associated governance oversight and execution. Council is aware of the governance options available to it, but based on size, scale and cost, it is proposed that in the first years of the new approach to the programme Council will consider a proposal to establish an Investment Advisory Committee (the Committee).

The purpose of the Committee is to provide a mix of Elected Member and independent leadership and guidance oversight of the property programme. This includes guidance and direction of significant Class C property decisions across the portfolio including; investment, development, leasing, building and disposal opportunities. It is intended that the Committee also be informed by additional independent commercial and financial advice where appropriate.

The proposal for the Committee will set out the committee's Terms of Reference including; purpose, membership, expertise, staff support, reporting arrangements and any proposed delegations. Establishment of the committee and its authority will require separate Council approval to this paper and is expected in the first quarter of 2027.

Regular property updates will be provided through the appropriate Council reporting arrangements, covering portfolio performance, acquisitions and disposals, significant opportunities and risks, and progress implementing the strategy.

Full Council will retain oversight of Type A and Type B properties, with the Committee focused primarily on Type C commercial property opportunities. Council may also delegate matters involving Type A and Type B properties to the Committee where appropriate.

Document Set ID: 11803761
Version: 9, Version Date: 09/11/2026

IMPLEMENTATION AND MONITORING

The Property Strategy will be supported by an annual implementation plan setting out the key priorities and actions for the year ahead. The plan will be reviewed annually and presented to Elected Members for consideration and endorsement, providing an opportunity to confirm priorities, review progress and respond to emerging opportunities.

Implementation will be led by staff, with individual property decisions made in accordance with Council's delegations and approval requirements.

Note – the draft Implementation Plan for 2027 is included on the page below

DRAFT

APPENDIX 1 - IMPLEMENTATION PLAN - 2027

The first phase of implementation (December 2026–December 2027) will focus on clearer decision-making, better property information and practical opportunities to improve how Council uses and manages its property portfolio.

Initial work programme priorities

Action	Detail	Timing (indicative)
Investment Advisory Committee	Develop a proposal to establish an Investment Advisory Committee, including terms of reference, membership, expertise, support, reporting and delegations.	Proposal by March 2027. Establishment targeted by June 2027 (subject to approval)

Document Set ID: 11803761
Version: 9, Version Date: 09/11/2026

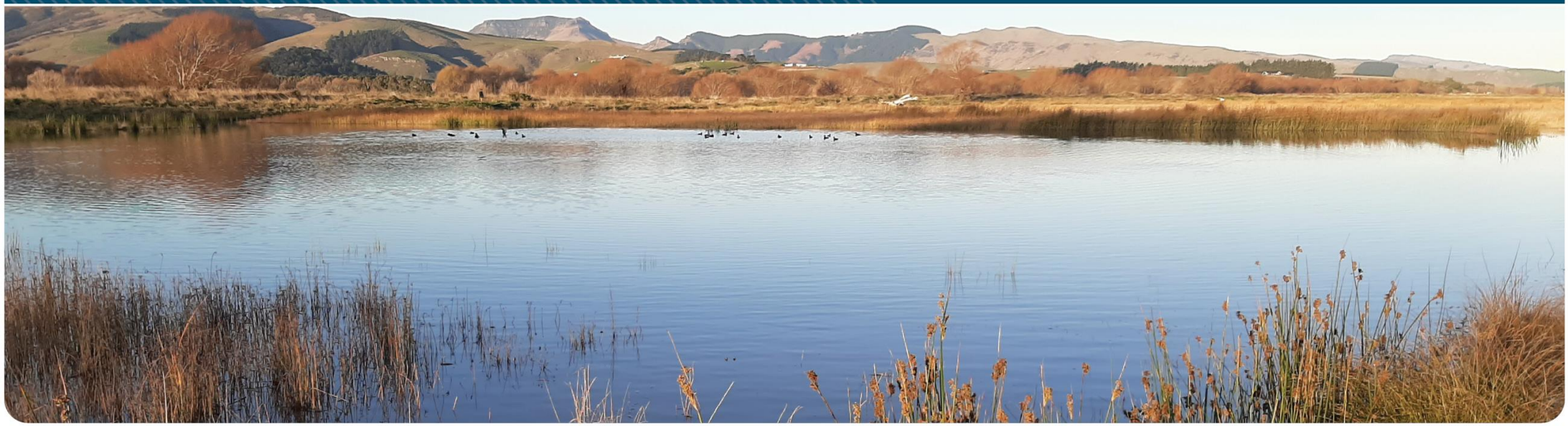
Initial Type C portfolio opportunities	Agree the criteria and prepare an initial list of commercial property opportunities. Separate confirmed Type C holdings from candidates requiring assessment.	Initial list by March 2027; prioritised assessments by June 2027
Type B property review	Identify opportunities for better use of a manageable first group of community and operational properties, focusing on utilisation, costs, condition and future needs.	Criteria and initial list by June 2027; initial reviews by December 2027
Confirm classification and decision processes	Agree how Property Services, Finance and activity managers assess and recommend changes between A, B and C, including who decides what and required Council (or relevant Committee) approvals.	Process by June 2027; test during 2027
Corporate accommodation	Complete the accommodation strategy and identify any resulting property opportunities for further assessment.	Strategy by March 2027; assessments during 2027
Property data/information and reporting	Improve records and data ownership / management. At the same time, establish consistent internal and committee reporting and progressively build a portfolio-wide picture of purpose, use, costs, benefits and financial performance where relevant.	Incremental improvements and reporting in 2027. Broader programme improvement through 2028

DRAFT

Document Set ID: 11803761
Version: 9, Version Date: 09/11/2026

Waipa District Council Update

12 November 2026



LGFA

New Zealand Local Government Funding Agency

Te Pūtea Kāwanatanga ā-rohe

LGFA OVERVIEW

LGFA New Zealand Local Government Funding Agency Te Pūtea Kāwanatanga ā-rohe

SHAREHOLDERS

- ❑ NZ Government largest shareholder at 20%
- ❑ 30 councils hold 80% shareholding
- ❑ Can only sell shares to NZ Government or councils

GOVERNANCE

- ❑ Board comprising 6 Independent and 1 Non-Independent Directors
- ❑ NZD Bonds listed on NZX
- ❑ Independent Trustee for NZD Bonds
- ❑ Issue of securities under the Financial Markets Conduct Act 2013
- ❑ Audited by the Audit Office

LIQUIDITY

- ❑ Up to NZ$3.0 billion liquidity facility from NZ Government[1]
- ❑ NZ$4.3 billion liquid assets portfolio[2]
- ❑ NZ$1.06 billion of Treasury Stock currently available for repo

GUARANTORS

- ❑ 75 guarantors of LGFA
- ❑ Guarantors comprise:
  - ➢ All shareholders except the NZ Government
  - ➢ Any non-shareholder who may borrow more than NZ$20 million
  - ➢ Any council shareholder of a council-controlled organisation (**CCO**) that is approved for borrowing by LGFA
- ❑ Security granted by each of the guarantors is over their rates revenue
- ❑ Guarantee contains provisions apportioning share to each council based upon their relative share of total rates revenue of all guarantors.
- ❑ Current rates revenue of $10.1 billion across the 75 guarantors based upon June 2025 annual reports
- ❑ Guarantors cannot exit guarantee until
  - ➢ Repaid all their, and any of its CCO's, borrowings and
  - ➢ After the longest outstanding LGFA bond to mature (currently 2037)

BORROWERS

- ❑ 77 council members
- ❑ 8 CCO members
- ❑ 6 water CCO members
- ❑ Councils' borrowing secured against rates revenue
- ❑ Must meet LGFA financial covenants
  - ➢ Net Debt / Total Revenue
  - ➢ Net Interest / Total Revenue
  - ➢ Net Interest / Rates

CAPITAL STRUCTURE

- ❑ NZ$25 million paid in capital
- ❑ NZ$20 million uncalled capital
- ❑ NZ$140 million retained earnings
- ❑ NZ$860 million Borrower Notes that can be converted to equity
- ❑ Current capital ratio of 3.4% with policy of 2% minimum.

As at 31 October 2026

Source: LGFA

[1] Maximum amount under the facility available for liquidity purposes. The actual amount available will be the amount of commitment set by LGFA up to NZ$3.0 billion.
[2] Excludes liquid assets held to support 50% of Standby and Cash Advance Facilities provided to borrowers

LGFA CREDIT RATINGS

LGFA New Zealand Local Government Funding Agency Te Pūtea Kāwanatanga ā-rohe

❑ S&P Global Ratings – March 2026

Local Currency AAA / Stable / A-1+ Foreign Currency AA+ / Stable / A-1+

Strengths:

- dominant market position as source of financing for New Zealand local government;
- Improving capital adequacy;
- diversified investor base and broadening access to markets;
- extremely high likelihood of extraordinary support from the New Zealand Government in a stress scenario; and
- robust management and governance among LGFA's key strengths.

Weaknesses:

- highly concentrated lending portfolio; and
- rapidly rising local government sector debt profile.

Rating Agency	Domestic Currency	Foreign Currency	Date of Report
STANDARD &POOR'S	AAA	AA+	17 March 2026
FitchRatings KNOW YOUR RISK	AA+ (neg)	AA+ (neg)	21 September 2026

❑ Fitch Ratings – March 2026

Local Currency AA+ / Negative/ F1+ Foreign Currency rating AA+ / Negative / F1+

Fitch Ratings notes:

- strong links to the sovereign – a Government Related Entity and credit linked to the New Zealand sovereign;
- Central Government has significant responsibility and incentive to provide financial support.

Source: S&P Global Ratings, Fitch Ratings, LGFA

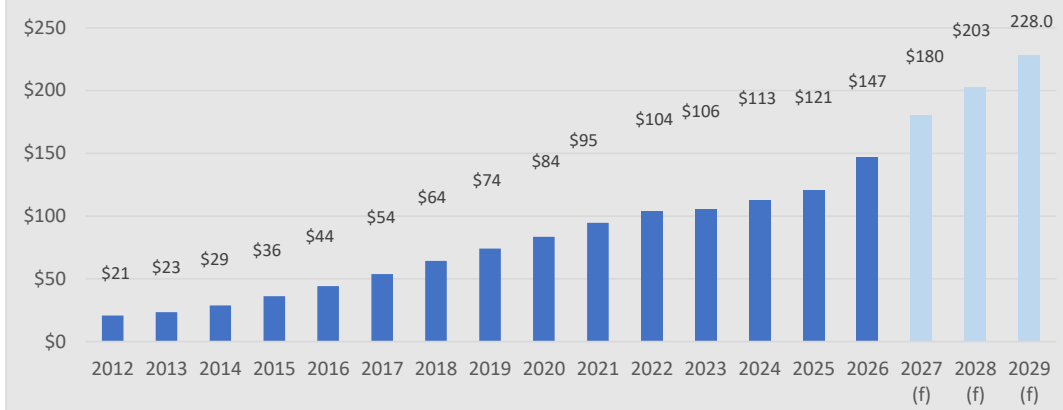
LGFA HISTORIC AND FORECAST FINANCIALS

LGFA New Zealand Local Government Funding Agency Te Pūtea Kāwanatanga ā-rohe

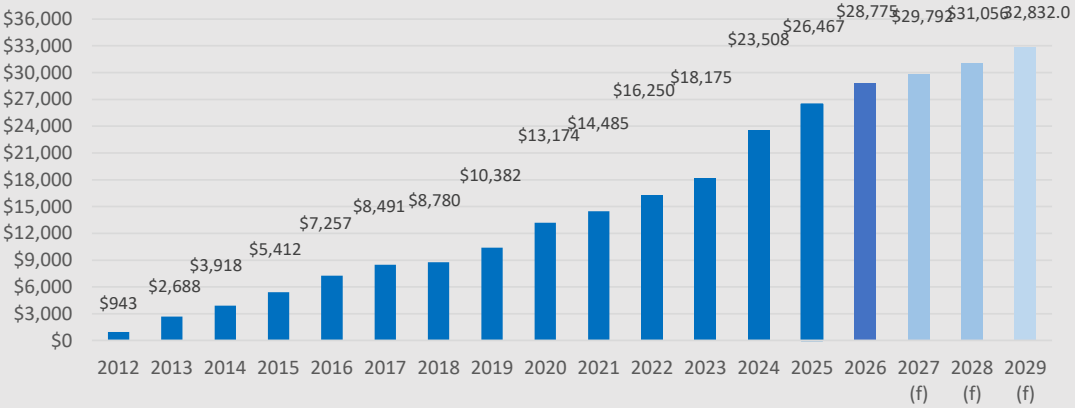
Net Operating Gain (NZ$ million)



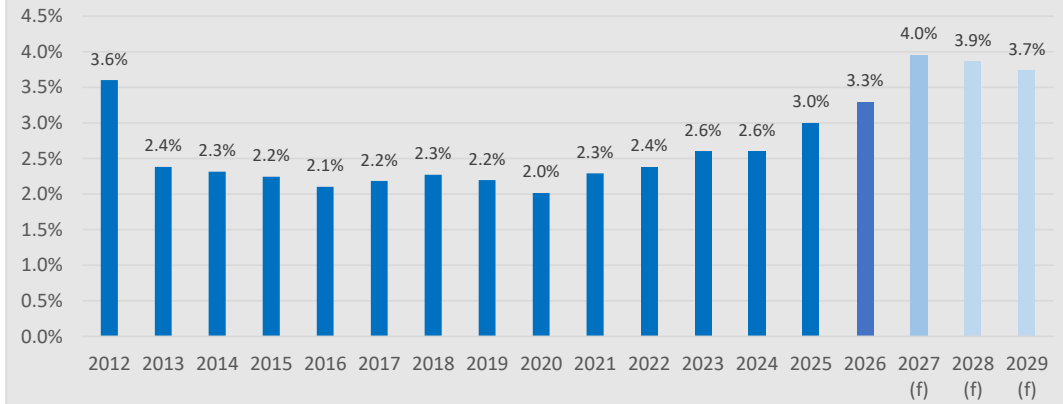
Shareholder Equity (NZ$ million)



Total Assets (NZ$ million)



Shareholder Funds + Borrower Notes / Total Assets



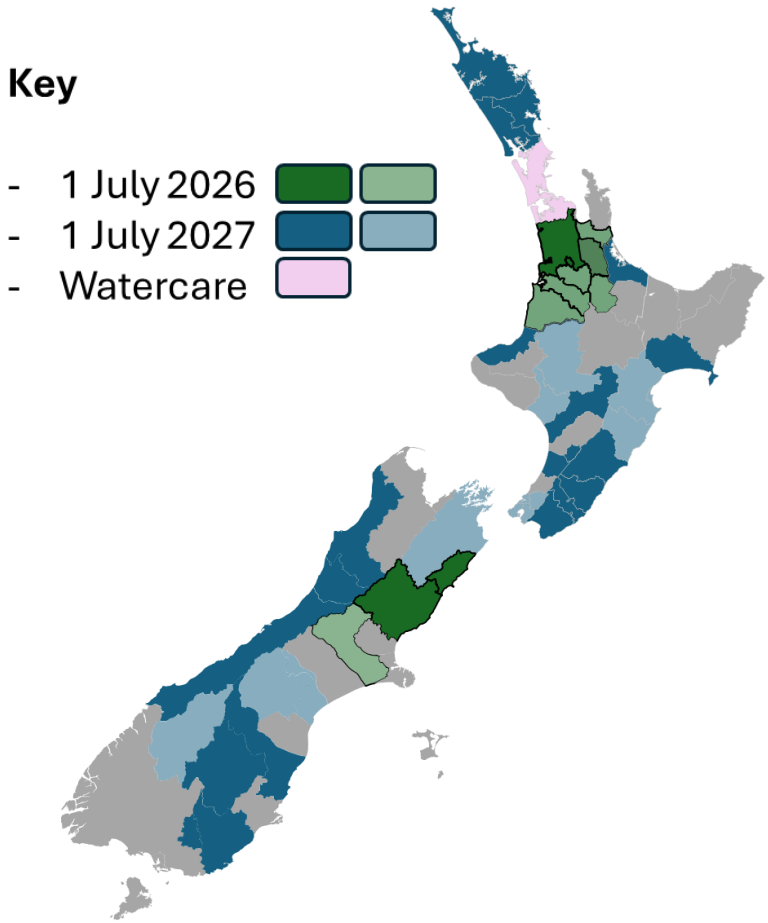
Note: Based upon nominal values

Source: LGFA Annual Reports and SOI

Forecast performance based upon assumptions outlined in LGFA SOI 2026-29 available at www.lgfa.co.nz/investors/annual-reports-and-statement-intent

LOCAL WATER DONE WELL UPDATE

LGFA New Zealand Local Government Funding Agency
Te Pūtea Kāwanatanga ā-rohe



Water CCO Update

- 4 Water CCOs acceded to LGFA by 30 June 2026
- 3 Additional Water CCOs have acceded since June 2026
- 11 Potential CCOs to accede to LGFA by 30 June 2027

Water Service Strategies:

- Water CCOs and Councils are required to complete their first water service strategy for 2027-37
- LGFA will analyse the water service strategies in conjunction with the LTP's

Source: LGFA Analysis

RATES CAPPING

LGFA New Zealand Local Government Funding Agency Te Pūtea Kāwanatanga ā-rohe

❑ Budgetary flexibility may no longer be superior to other municipal systems

- ➢ We will need to see how the rating agencies assess the impact
- ➢ At minimum budgetary performance assessments will be weaker resulting in downward pressure on council credit ratings

❑ It will add to fiscal imbalances

- ➢ For the 2024/25 financial year more than half councils had an unbalanced budget while ten councils had a balanced budget outcome of lower than 90%
- ➢ Less flexibility to rebalance budgets over time

❑ How exemptions are assessed will be important

- ➢ Four categories of exemptions including exceptional circumstances and financial difficulty
- ➢ Water charges and fees are exempt
- ➢ What other exemptions? (since 2000, 127 out of a total of 128 councils in NSW have applied for a special variation)
- ➢ What is the ability of a receiver or commissioners to obtain a variation?

❑ What next?

- ➢ LGFA will analyse councils 2027-2037 LTP for financial sustainability (but challenging at the moment because of so much change)
- ➢ Possible that there LGFA might need to attach some additional conditions to lending (already have this for growth councils)

Source: S&P Global Ratings – Rates Cap Tightens the Financial Screws (December 2025)

2026/2027 Annual Plans

LGFA New Zealand Local Government Funding Agency Te Pūtea Kāwanatanga ā-rohe

- Balanced Budget Outcomes
  - The forecast average balanced budget outcome for 2026/27 is 103.9%
  - This compares to an average forecast outcome in council LTP's for 2026/27 of 104.3%
  - While the average outcome appears reasonable, there is some weather related capital grant subsidies that make the average outcome look better than the true underlying number
  - Of concern is that 37 councils (or 47%) of councils have a forecast balanced budget outcome of less than 100.0%
  - And four councils have a forecast balanced budget outcome of 90.0% or lower.

- Key Message
  - Local Government (Rates Capping) Amendment Bill has passed its first reading
  - Councils' draft 2027-2037 LTP should be consistent with likely rates capping legislation
  - Operating budgets should be balanced from July 2029 onwards

CENTRAL COAST COUNCIL

LGFA New Zealand Local Government Funding Agency Te Pūtea Kāwanatanga ā-rohe

❑ Size

- Population 346,000 (based in Gosford)
- Size district – 1,681 kilometres

❑ Financial Crisis

- Requested financial assistance from NSW State Government in October 2020 (were going to be unable to meet payroll expense)
- Administrators appointed on 30 October 2020

❑ Successive Budget deficits

- FY 2017/18 $23 million
- FY 2018/19 $5 million
- FY 2019/20 $89 million
- FY 2020/21 $71 million

❑ Financial Recovery Plan

- 15% rate increase negotiated with IPART (until 2031)
- 600 staff positions cut ($30 million savings)
- $40 million of other cost savings, capex capped at $175 million
- $60 million property sales (used to repay bank debt)

WAPIA DISTRICT COUNCIL BESPOKE COVENANT

LGFA New Zealand Local Government Funding Agency Te Pūtea Kāwanatanga ā-rohe

- Bespoke Net Debt to Revenue Covenant Approved for Waipa DC in February 2025
  - Net Debt to Revenue Ratio of 350%
  - Maturity date of 30 June 2034
  - Available for high growth councils
  - Limit for other councils is 280% (for councils that have an external credit rating)
- LGFA granted the bespoke covenant subject to the following conditions:
  - Monthly financial reporting
  - Maintain a forecast net debt to revenue outcome of less than 330% (keep 20% headroom)
  - Maintain a forecast balanced budget outcome of at least 100% (applies from 2028/29 financial year)
  - Inform LGFA of any non-subsidised roading projects where expenditure exceeds $500,000
  - The financial covenant will be reviewed if Council water debt transfers to a CCO

:

Source: LGFA

2027-37 LTP
Budget workshops

12 November 2026

Waipā DISTRICT COUNCIL

Capital programme cont.

Waipā DISTRICT COUNCIL

Today

- Play back from yesterday
- Don't need to reprioritise again today
- Want to get to a space to bring you a package on 26 November
- Wrap up after the Property Strategy

What we've done

- Taken the guidance from yesterday
- Reflected projects as:
  1. All in, full cost
  2. In, but rescoped
  3. Staff recommendations – Should Dos not discussed
- Rephased growth programme
- Re-modelled $ based on rescoping of projects

26 November

- Financial package including:
  - All of the above
  - Opex
  - Cambridge Connections
  - Property Strategy impacts

Waipā DISTRICT COUNCIL

Project ref	Project name	Type	Current status	Outcome	Growth/LOS /Renewals	Location	Y1	Y2	Y3	Y4 Onwards	Total programme value ($)	Commentary/action required
4440	Safe Routes to School	1. All in, full cost	Should Do	Prioritise	LOS	District Wide	$150,000	$700,000	$150,000	$1,950,000	**$2,950,000.00**	
4438	Bus Stop Infrastructure	1. All in, full cost	Should Do	Prioritise	LOS	District Wide	$100,000	$750,000	$600,000	$200,000	**$1,650,000.00**	
2533	Sports Fields Improvements	1. All in, full cost	Should Do	Prioritise	LOS	District Wide		$31,770	$900,150	$3,568,830	**$4,500,750.00**	
1863	Peat Lake Programme	1. All in, full cost	Should Do	Prioritise	LOS	District Wide	$15,000	$15,000	$15,000	$105,000	**$150,000.00**	
2672	Dog Bins, Equipment and Signage	1. All in, full cost	Should Do	Prioritise	LOS	District Wide			$5,975		**$5,975.00**	
2351	Amenity Reserves Development	1. All in, full cost	Could Do	Prioritise	LOS	District Wide				$5,093,226	**$5,093,226.00**	
2602	Te Awamutu to Pirongia Cycleway	2. In but rescope	Could Do	Prioritise	LOS	District Wide	$2,622,000	$3,616,000	$1,532,000		**$7,770,000.00**	
2370	Playground Equipment & Safety Surfaces Renewal	2. In but rescope	Must Do	Consider some parts of this budget as should do	Renewals	District Wide	$488,000	$488,000	$488,000	$4,407,000	**$5,871,000.00**	Cannot be split out from other functions of the renewal. See additional information.
2351	Te Awa Cycleway Development	1. All in, full cost	Should Do	Prioritise	LOS	Villages		$40,000	$150,000	$1,200,000	**$1,390,000**	
2561	Ngāhinapōuri public toilets	2. In but rescope	Could Do	Explore options	LOS	Villages				$300,000	**$300,000**	Possible use of a village fund/grant?
New	Ngāhinapōuri Walkway - final section	1. All in, full cost	Could Do	Prioritise	LOS	Villages		$500,000			**$500,000**	
2055 2188	Design & Build Te Ara Wai	2. In but rescope	Should Do	Prioritise	Renewals	Te Awamutu - Kihikihi				$28,030,000	**$28,030,000**	Rescope; allocate $10m in outer years
2681	Te Awamutu Events Centre Gas to Electric Project	1. All in, full cost	Should Do	Move to Must Do	Renewals	Te Awamutu - Kihikihi		$1,300,000	$50,000	$400,000	**$1,750,000**	
2531	Castleton Park	1. All in, full cost	Should Do	Move to Must Do	Renewals	Te Awamutu - Kihikihi	$0	$77,063	$82,697	$1,392,330	**$1,552,090**	
2586	Te Awamutu War Memorial Park	2. In but rescope	Should Do	Rescope to minimal	Renewals	Te Awamutu - Kihikihi		$30,000	$204,980	$608,305	**$843,285**	•There are two priority projects relating to Te Awamutu War Memorial Park; oWayfinding and Interpretation Signage oNaturalisation of Pond and Wetland Planting •These projects combined have a **capital cost of $270,000** and an **opex cost of $60,000.** •Projects removed from consideration in this rescoped work include; oAmphitheatre, Puna and Fernery Restoration ($234,980 capex, $200,000 opex) oBroad pedestrian spine ($417,161 capex, $10,000 opex) oPrimary pathway and trails ($418,305 capex, $20,000 opex) oPergola and Perfume Garden Relocation and Restoration ($100,000)
2585	Kihikihi Domain Activation including Skate Park	2. In but rescope	Should Do	Prioritise	Renewals	Te Awamutu - Kihikihi	$50,000				**$50,000.00**	•This project name blurs two separate projects – the proposed **Kihikihi Skatepark** which is what the **$50,000** is tagged for, and a broader project of activating the Kihikihi Domain. •The Kihikihi Community Facilities Needs Assessment undertaken in 2025, identified a centralised sports centre was not needed, nor desired from existing users of the Domain. •The needs assessment recommended optimising and sharing existing playing surfaces and smaller shared assets, such as relocatable grandstand bleacher seating •Staff are happy to support initiatives to further enhance activation of the Kihikihi Domain – including field optimisation – and are already working with groups such as Park Run. •Council currently provides a grant of **$25,000** to the Kihikihi Domain User Group to seek higher activation of the reserve and manage bookings. •Council could consider providing a small amount of capital to support minor infrastructure (e.g. relocatable bleachers) to be shared between user groups. An indicative allowance of **$100,000** should be used for relocatable spectator seating accommodating approximately 100 people.
New	Te Awamutu CBD Programme	2. In but rescope	Could Do	Prioritise - need to package up appropriately and provide granular line items	LOS	Te Awamutu - Kihikihi	$200,000	$2,221,170	$2,581,300		**$5,002,470.00**	Refer to Te Awamutu CBD table
New	Rejuvenation of rose garden precinct in Te Awamutu	1. All in, full cost	Could Do	Prioritise	LOS	Te Awamutu - Kihikihi		$250,000			**$250,000.00**	
2373	Storage Facilities for Climax Engine	2. In but rescope	Could Do	Prioritise	Renewals	Te Awamutu - Kihikihi	$50,000	$250,000	$250,000		**$550,000.00**	

1037	Library Books Te Awamutu	2. In but rescope	Must Do	Look at scope	Renewals	Te Awamutu - Kihikihi	$192,000	$192,000	$192,000	$1,344,000	**$1,920,000.00**	Compared with libraries serving similar populations, Waipā Libraries generally spend less on both physical and digital collections. 2.57 items per resident compared to neighbouring Councils 3.74, 3.2, 3.39, 2.96, 2.86 and 2.31. This budget is physical collection; digital collection covered in Opex. See additional information.
2874	Waipā Community Facilities Trust Electrification of Pool Heating & HVAC	1. All in, full cost	Should Do	Move to Must Do		Cambridge LOS & Renewals				$2,000,000	**$2,000,000.00**	
2587	Lake Te Koo Utu	1. All in, full cost	Should Do	Move to Must Do	LOS	Cambridge LOS & Renewals		$189,783	$534,170	$1,117,079	**$1,841,032.00**	
New	Arnold Street Works Depot	1. All in, full cost	Could Do	Prioritise	LOS	Cambridge LOS & Renewals	$250,000				**$250,000.00**	Links to Property Strategy
New	Pavement renewal	District wide Transport 'Should dos'	Should Do		Renewals	District Wide	$2,800,000	$2,800,000	$2,800,000	$9,800,000	**$18,200,000.00**	
New	Surfacing renewal (Chip and AC)		Should Do		Renewals	District Wide	$2,200,000	$2,200,000	$2,200,000	$7,700,000	**$14,300,000.00**	
New	Drainage renewal		Should Do		Renewals	District Wide	$21,667	$21,667	$21,667	$151,669	**$216,670.00**	
New	Lighting renewal		Should Do		Renewals	District Wide	$50,000	$50,000	$50,000	$350,000	**$500,000.00**	
New	Footpath renewal		Should Do		Renewals	District Wide	$100,000	$100,000	$100,000	$350,000	**$650,000.00**	
New	Structures repair		Should Do		Renewals	District Wide	$16,667	$16,667	$16,667	$116,669	**$166,670.00**	
New	Structures renewals		Should Do		Renewals	District Wide	$3,933,334	$3,933,334	$3,933,334	$27,533,338	**$39,333,340.00**	

3. Staff advice - 'should dos' not discussed

Project ref	Project name	Type	Current status	Outcome	Growth/LOS /Renewals	Location	Y1	Y2	Y3	Y4 Onwards	Total programme value ($)	Rationale
2689	Plant & Equipment for Community and Volunteer Engagement Officer	3. Staff recommendations	Should Do	Staff advice to prioritise	LOS	District Wide	$75,000			$75,000	**$150,000.00**	Capex required to purchase Plant and Equipment for new resource of a Community and Volunteer Engagement Officer
2690	Plant & Equipment for additional Parks Operations Team Resources	3. Staff recommendations	Should Do	Staff advice to prioritise	LOS	District Wide		$800,000		$210,000	**$1,010,000.00**	Capex required to purchase Plant and Equipment for bringing the Rural Open Spaces Contract and Public Conveniences Contract to in-house delivery.
2536	Kihikihi Play Provision Outside Structure Plan	3. Staff recommendations	Should Do	Staff advice to prioritise	LOS	Te Awamutu - Kihikihi		$73,982	$586,000	$887,400	**$1,547,982.00**	•Play provision is required in west Kihikihi – there is no playground on the western side of SH3 to service the houses on that side of the town. In-fill housing over recent years has placed more pressure on existing playgrounds and requires Tamariki west of SH3 to navigate crossing the busy highway •With the growth coming online west of Kihikihi, the gap in playground provision will be amplified. •Through the LOS workshop in June, staff have reduced this from a Destination level playground, to a Community level playground. - Budget allocated to additional play provision in Te Awamutu East could be **removed ($586,000 capex)** as new or planned playground renewal at Hiskens Reserve and McNair Park will offset the immediate need for additional play provision in the near future.
2698	Leamington Domain Concept Plan Implementation	3. Staff recommendations	Should Do	Staff advice to prioritise	LOS	Cambridge		$79,626	$46,257	$2,276,248	**$2,402,131.00**	•The current skating rink structure has structural wind loading risks which staff monitoring and managing. •This project allows for the demolition of the skating rink shelter and construction of a new covered shelter to provide space for rangatahi youth to socialise, markets and covered courts, relocated closer to Scott St
	Cambridge Connections - bridge designation	3. Staff recommendations	Should Do	Staff advice to prioritise	LOS	Cambridge	$4,000,000	$4,000,000	$4,000,000		**$12,000,000.00**	Placeholder for 26 Nov
	Cambridge Connections - bridge design and build	3. Staff recommendations	Should Do	Staff advice to prioritise	LOS	Cambridge				TBC		Placeholder for 26 Nov
	Cambridge Connections - other parts of	3. Staff recommendations	Should Do	Staff advice to prioritise	LOS	Cambridge	TBC	TBC	TBC	TBC	**TBC**	Placeholder for 26 Nov
3060	Car Park improvements	3. Staff recommendations	Could do	Staff advice to prioritise	LOS	District Wide	$75,000	$30,000	$20,000	$140,000	**$265,000.00**	Developing a parking framework and budget required to implement change. Could be reduced to $100k over first three years.

Te Awamutu CBD Programme

2027 - 37 Long-Term Plan Investment Planning Programme

Version 1

Ref #	Project	Activity	Year 1 2027/28	Year 2 2028/29	Year 3 2029/30	Years 4-10 2030/31 to 2036/37	Total	Description	External revenue (%)
SHOULD DO			**$200,000**	**$2,221,170**	**$2,581,300**		**$5,002,470**		
New	**Holmes Garage Refurbishment**	Property	$100,000	$1,000,000			**$1,100,000**	**Should do - Community aspiration, amenity enhancement, support planned growth and econonic growth.** Strengthen links between Alexandra/Market/Mahoe and surrounding community and recreational amenities, creating safer, more accessible and attractive connections from the CBD through refurbishment of the exisiting Holmes Garage building.	
4398	**Market Street – Safer Links and Streetscape Improvements**	Roading & Transport		$120,520	$1,189,800		**$1,310,320**	**Should do - Community aspiration, amenity enhancement, support planned growth and economic growth** Pedestrian safety and streetscape works for Market Street to improve connections between the library complex and sports/recreational precincts including Selwyn Park, Rose Gardens, the playground, Pioneer Walkway and the aquatic centre.	51%
4399	**Mahoe Street – Safer Links and Streetscape Improvements**	Roading & Transport		$150,650	$991,500		**$1,142,150**	**Should do – Community aspiration, amenity enhancement, and support for planned growth and economic development.** Pedestrian safety and streetscape improvements on Mahoe Street to enhance accessibility and the appearance of this part of the CBD, including upgrades to footpaths, parking and pedestrian crossings. Strengthen the link with Market Street and explore a potential connection via Holmes Garage to Selwyn Park and wider community and recreational amenities.	51%
4440	**Te Awamutu College - Safe Routes to School**	Roading & Transport	$100,000	$600,000			**$700,000**	**Should do - safe routes to school.** Provide traffic signal crossing on Alexandra Street and safer informal crossings at adjacent side road intersections	

New	**Te Awamutu Town Centre Transport Plan**	Roading & Transport		$350,000	$100,000		**$450,000**	**Should do – Community aspiration project.** Plan for a safer, more welcoming Te Awamutu town centre with less heavy traffic on the main street. Building on earlier planning, consider parking, walking, cycling, bus stops and street layouts, with better links to community facilities and green spaces. The plan will guide future town centre improvements. **Refer to community aspiration project brief.**	
4443	**Business Case: Mutu St / SH3 Intersection Signalisation Upgrade**	Roading & Transport			$300,000		**$300,000**	**Should do - Strategic Transport Network improvement project which supports planned growth and resilience.** Initial investment develops business case and concept design to then seek NZTA agreement to intersection works which would divert some traffic around the main CBD shopping area and provide improved safety for pedestrians and cyclists.	Possible 51% (unlikely)
COULD DO			**$250,000**	**$500,000**	**$161,460**	**$6,596,170**	**$7,507,630**		
4401 (new)	**Pedestrian Safety Upgrades - Sloane St, Te Awamutu**	Roading & Transport	$250,000	$500,000			**$750,000**	**Could do - Community Aspiration Project** -Pedestrian access and safety around Sloane St including a walkway through George St carpark, a bus stop and traffic signal crossing or similar. **Refer to community aspiration project brief.**	
4401	**Te Awamutu Town Concept Plan Implementation - Sloane St Upgrade**	Roading & Transport			$161,460	$1,614,600	**$1,776,060**	**Could do - Community aspiration, amenity enhancement, support planned growth and econonic growth.** Pedestrian safety and streetscape works Sloane Street. If the Community Aspiration Project above for Sloane Street Pedestrian Safety proceeds, then this budget could be reduced by $750,000.	51%
4400	**Te Awamutu Town Concept Plan Implementation - Power Underground**	Roading & Transport				$495,750	**$495,750**	**Could do - Community aspiration, amenity enhancement, support planned growth and econonic growth.** Undergrounding of power for streetscape works.	51%
4407	**Te Awamutu Transport Network Improvements**	Roading & Transport				$4,485,820	**$4,485,820**	**Could do - Responds to future growth and safety.** Te Awamutu transport network improvements. Responds to growth, safety and accessibility. PR4443 completes initial business case/ scoping, this project funds physical works. This project could include a growth allocation as it does address safety and congestion partially bought about by growth.	Possible 51% (unlikely)

Brief update – legislative context

Mandated **Groups of Activities**

Governments intention is to encourage councils to get **'back to basics'**

Changed **purpose of local government** – removed reference to wellbeings

Core services – greater emphasis on network infrastructure, public transport, waste management and minimisation, emergency management, and community and recreational facilities

What this means:

- Changes to decision making processes and templates, moving away from wellbeings and instead consider new purpose and core service
- Reflected in the Consultation Document

Workshop and meeting overview: Oct-Dec 2026

22 Oct — **Budget workshop**

✓ Done

11-12 Nov — **Budget workshops**

We are here

26 Nov — **Budget workshop**

- Includes Transitional Development Contributions Policy

What's next

3 Dec — **Workshop**

- Final budget check in (if needed)
- Community engagement feedback
- Draft Financial Strategy
- Draft Infrastructure Strategy
- Draft Revenue and Financing Policy
- Performance Management Framework and measures
- Consultation topics

16 Dec — **Approval meeting**

- Draft budget
- Groups of Activities
- Financial Strategy
- Infrastructure Strategy
- Financial Policies
- Significance and Engagement Policy
- Significant Forecasting Assumptions
- Property Strategy
- Consultation topics

Waipā DISTRICT COUNCIL

Today

- Play back from yesterday
- Don't need to reprioritise again today
- Want to get to a space to bring you a package on 26 November
- Wrap up after the Property Strategy

What we've done

- Taken the guidance from yesterday
- Reflected projects as:
  1. All in, full cost
  2. In, but rescoped
  3. Staff recommendations – should dos not discussed
- Rephased growth programme
- Re-modelled $ based on rescoping of projects

26 November

- Financial package including:
  - All of the above
  - Opex
  - Cambridge Connections
  - Property Strategy impacts

Waipā DISTRICT COUNCIL

Property Strategy

Waipā DISTRICT COUNCIL

Property Strategy

- **Responds to direction** from three earlier workshops
- Provides a **coordinated and deliberate approach** to managing property
- Helps meet **community needs** and identify **financial opportunities**
- **Supports Council priorities** of a lean organisation, managing growth and broadening its funding base

Draft vision

Council's property portfolio is actively managed to deliver the best long-term value for Waipā and its communities



Waipā DISTRICT COUNCIL

Core concepts in the strategy

Type A

Core infrastructure

Support essential infrastructure and services

Type B

Community & operational

Support community needs and Council operations

Type C

Commercial

Generate commercial returns

A consistent process for reviewing property and considering options

Identify → Assess → Recommend → Act → Review

Options include retaining, investing, repurposing, developing, partnering, leasing or disposing — subject to appropriate approvals

Waipā DISTRICT COUNCIL

Implementation plan

- **Investment Advisory Committee**
- **Initial Type C portfolio opportunities**
- **Type B property review**
- **Confirm classification and decision processes**
- **Corporate accommodation**
- **Property data/information and reporting**

Waipā DISTRICT COUNCIL

Direction sought



Overall, are you comfortable with the draft strategy?



Are the proposed 2027 implementation priorities/actions broadly supported?

Waipā DISTRICT COUNCIL

Ngā mihi nui

Waipā DISTRICT COUNCIL

HE KARAKIA WHAKAMUTUNGA

Puritia te rangimārie.	*Hold fast to peace,*
Puritia te aroha.	*Hold fast to love*
Puritia te ngākau pai.	*Hold fast to sincerity,*
Puritia ngā wawata.	*Hold fast to our hopes,*
Kia kore e ngaro.	*May these things never be lost.*
Haumi e, hui e, **tāiki e**!	*Joined in unity – it is done!*