

LIST OF KEY DECISIONS

Introduction

As part of its setting of a new strategic vision for the district, Council is determined to set a path forward that can deliver on many projects that have been difficult to progress in the past. A framework for considering strategic projects has been developed and is being used to prioritise discretionary projects.

There are a number of decisions and resolutions to be made before the end of June 2021.

There is considerable uncertainty about the effects Covid-19 will have on the community with early indicators yet to show clear trends but an expectation that the near future will be difficult. Council is aware of this uncertainty but has not yet progressed to a clear position on what responses may be appropriate.

LTP Key Decision – These are the building blocks for the structure of the LTP	Meeting	Due Date
<p><i>Adoption of principles for non-rates revenue policies</i></p> <p>Council seeks to review and refine its approach to rating and revenue to reduce complexity and improve transparency. The work has been broken down into a number of more manageable steps, resulting in a series of decisions for the committee.</p> <p>This will cover guidelines for Fees and Charges and user charges policy development. This is a prerequisite for the development of policies that are essential to the LTP</p>	Performance, Policy and Partnership	8 September
<p><i>Adoption of grants framework to support strategic priorities and wellbeings</i></p> <p>Council provides funding and assistance to outside organisations by way of grants and direct support for events.</p> <p>This funding is discretionary expenditure and Council is considering how to ensure the funding it provides can best be allocated to align with its vision for the city.</p> <p>A workshop was held early August to work through issues around grants and events funding. The report to the committee is to formally recognise the strategic priorities framework as an overlay for future funding allocations.</p>	Performance, Policy and Partnership	13 October
<p><i>Adoption of draft Levels of Service and draft Key Performance Indicators (KPI)</i></p> <p>This will establish any changes to Levels of Service. Increased levels of service may have budget implications and potentially increased KPI reporting needs. Increased service levels will need to be balanced against pressure on budgets.</p> <p>Increased community need as a result of Covid-19 effects on the city is likely to result in Council being asked to consider provision of services not previously anticipated. Recent announcements from CTS and ILT of funding constraints are early indicators of financial pressure on community groups. A specific resolution will be required if Council considers it prudent to make financial provision for community contingency funding in the draft LTP.</p>	Performance, Policy and Partnership	13 October
<p><i>Adoption of principles for rates and capital funding</i></p> <p>Council has sought to review and refine its approach to rating to reduce complexity, improve transparency and reduce reliance on targeted rates. The work has been broken down into a number of more manageable steps, resulting in a series of decisions for the committee.</p> <p>Following a series of workshops on rating, the report to the committee will formally recognise the principles to inform policy development.</p>	Performance, Policy and Partnership	13 October

LTP Key Decision – These are the building blocks for the structure of the LTP	Meeting	Due Date
<i>Adoption of drafts of key LTP policies including the draft significance and engagement policy, the capacity of Maori in the decision making process.</i>	Performance, Policy and Partnership	10 November
<i>Adoption of draft Infrastructure Strategy, including key infrastructure assumptions (climate change, three waters, renewals). Resolution confirming the continued relevance of the Water and sanitary services review completed in 2016 and the updated waste management plan completed in 2020.</i>	Infrastructural Services	1 December
<i>Adoption of draft revenue and finance and rates policies and financial assumptions. Adoption of draft policy on rating of Maori Freehold land, the liability management policy, the investment policy and the policy on development contributions. The Rates postponement and remission policy update was completed in April 2020. This is the final step in the development of a new approach to rating and revenue, bringing together earlier decisions made in the review of rating and revenue policy; it is fundamental to the LTP as it sets the approach to rating and revenue for the years ahead.</i>	Performance, Policy and Partnership	8 December
<i>Adoption of draft Financial Strategy and draft Financial Statements, receipt of draft budgets.</i>	Performance, Policy and Partnership	8 December
<i>Adoption of draft consultation document (prior to audit review in February).</i>	Performance, Policy and Partnership	January
<i>Confirmation of consultation plan (consultation commences 1 March).</i>	Performance, Policy and Partnership	January
<i>Resolution to consult, adoption of consultation document post audit review</i>	Council	February
<i>Adoption of LTP and Rates Strike.</i>	Council	June 2021
<i>Adoption of Balanced Budget decision.</i>	Council	June 2021

<p>Strategic Projects - Council has recently been developing its vision for the city. The process has resulted in a strategic framework to be applied to projects that could contribute to the city vision. Decisions resulting from this work will be included within the LTP for consultation with the community.</p>	<p>Meeting</p>	<p>Due Date</p>
<p><i>Bluff Boat Ramp</i> The boat ramp at Bluff is a necessary piece of infrastructure for a range of purposes, however cost estimates exceed the range previously resolved by Council. A decision on the inclusion of this project in the draft LTP will be required.</p>	<p>Infrastructural Services</p>	<p>6 October</p>
<p><i>Strategic projects – Resolving the future of Anderson House</i> Anderson House is a Category 1 Listed building gifted to the city many years ago by the Anderson Family. The surrounding grounds were also gifted to the city and form part of the city parks network. For many years Anderson House was operated as an art gallery by an independent trust which received grant funding from Council. After a seismic assessment Anderson House was closed to the public. The art gallery trust relocated to the inner city and following their own strategic review decided to stay in the inner city. Council has been seeking alternative, affordable uses for the house as there is considerable community interest in having the house open to the public. Anderson House is identified as a strategic project. The costs associated with options for future use have implications for the budget and will need to be clearly shown in the LTP.</p>	<p>Infrastructural Services</p>	<p>6 October</p>
<p><i>Bluff Tourism Masterplan</i> A masterplan for future tourism opportunities in Bluff provides a context for future projects to guide future decision making and budget allocations. Specific funding amounts will need to be included in the draft LTP by resolution.</p>	<p>Performance, Policy and Partnership</p>	<p>13 October</p>
<p><i>Resolution of future governance arrangements for the Southland Museum and Art Gallery Collection</i> The collection currently housed in the museum is owned by the Southland region (the museum building is owned by Invercargill City Council). Future governance of the collection needs to be progressed in collaboration with iwi, Southland and Gore District Councils. (Governance of the museum activity has recently been resolved between those parties.) As any redevelopment of the museum building will require the relocation of the collection, this is a critical issue.</p>	<p>Performance, Policy and Partnership</p>	<p>13 October</p>
<p><i>Strategic projects - confirmation of any city centre related issues and options</i> Central City Master Plan – this must be resolved by Council by December 2020 to enable design and physical works in the CBD to be delivered in 2021 to support the opening of stores in the inner city development by Easter 2022. A provisional cost estimate will be used in the draft budgets and the project confirmed at this meeting. A specific resolution will be required to include the estimated \$20m for inner city streetscape works in the draft LTP.</p>	<p>Extraordinary Infrastructural Services</p>	<p>8 December</p>

<p>Strategic Projects - Council has recently been developing its vision for the city. The process has resulted in a strategic framework to be applied to projects that could contribute to the city vision. Decisions resulting from this work will be included within the LTP for consultation with the community.</p>	<p>Meeting</p>	<p>Due Date</p>
<p><i>Strategic projects - confirmation of options for Museum redevelopment</i> The Southland Museum and Art Gallery Trust has contracted with council for delivery of the service. The Trust Board has attempted two redevelopment proposals which have failed to gain sufficient support to proceed to funding. The museum was closed in 2018 due to concerns around performance of the building in a seismic event. The collection is still housed in the building. The building has recently been confirmed as being owned by Council, and the Trust and Council have agreed the museum should be a core council activity. Options are being investigated to understand work and cost to get the museum open again. A provisional cost estimate will be used for the preparation of the draft budgets.</p>	<p>Extraordinary Infrastructural Services</p>	<p>8 December</p>
<p><i>Strategic projects - confirmation of options for Rugby Park/ Surrey Park</i> Surrey Park is the centre of activity for most sporting codes played in the city, and is also the location of Stadium Southland which is now recognised as a hub within the reserve. An athletics track and grandstand are also located in Surrey Park; the grandstand is earthquake prone and in need of investment if it is to be retained. In 2015 Council took ownership of Rugby Park. Since that time the full extent of under-investment in the facilities has become clearer, attendance and events have declined and a large investment is required if the facilities are to be used for top level fixtures. Both Rugby Park and Surrey Park grandstands are being reviewed at the same time to ensure Council has an overall view of the future needs for sports in the city. A provisional cost estimate will be used for the preparation of the draft budgets.</p>	<p>Extraordinary Infrastructural Services</p>	<p>8 December</p>

Business Decisions and Relationships – These are the decisions which enable the normal activity of Council to continue	Meeting	Due Date
<p><i>Other Council owned buildings</i></p> <p>Lower Esk Street – These building were purchased with a possibility of the site being used as a new civic building. There has been no maintenance performed on the buildings and they are now in a state of disrepair.</p> <p>Decisions are required to determine the future of these buildings.</p>	Infrastructural Services	September to December 2020
<p><i>Civic Administration building.</i></p> <p>Work is urgently needed to address deferred maintenance and meet demands of health and safety and modern workforce.</p> <p>Maintenance was stopped on the Civic Building around 2010 as a new building on another location was proposed.</p> <p>Council has received an indicative cost analysis confirming a new build was not an economically viable option.</p> <p>Council has resolved remaining in the current location is the best option, however the scope of works requires further budget. More than 50% of the required funding is already provided for, however a decision to increase the budget will be needed for the next LTP.</p> <p>A shovel ready application was made for this project but as yet the outcome is unknown.</p>	Infrastructural Services	3 November
<p><i>Housing Care</i></p> <p>Council owns and manages in excess of 200 units with high rates of occupancy.</p> <p>Changing requirements on rental properties means Council needs to consider future direction for these.</p>	Infrastructural Services	3 November
<p><i>Property File Digitisation</i></p> <p>The property file digitisation project commenced in 2015 is being reviewed to ensure Council is meeting its legislative requirements as outlined in the Public Records Act and the Commercial and Contract Law Act. The primary driver for the property files digitisation project is to improve business efficiency by replacing the original paper files with digitised versions that would be used and managed as ICC's official property records.</p> <p>The initial review has confirmed that legislative requirements are not all being met and has identified a mixed service model as the preferred option in delivering the project recognising the economic, social and cultural benefit for Council and the Community. It is envisaged that when the project resets, property file digitisation will be delivered in three years at a total cost of not more than \$1.8m.</p> <p>This project needs to be captured in the draft LTP.</p>	Performance, Policy and Partnership	10 November
<p><i>Stead Street Stopbank</i></p> <p>The stopbank renewal along Stead St has received funding from shovel ready. Environment Southland will project manage this.</p> <p>As floodbank management is not a core ICC activity, a transfer of ongoing responsibility and ownership of the stopbank to Environment Southland is under discussion.</p>	Infrastructural Services	1 December
<p><i>Iwi representation on Committees</i></p> <p>Council has resolved to progress iwi representation on the Risk and Assurance Committee and further consider broader representation on Council and its committees, such positions to be remunerated.</p> <p>A report enabling further decisions on this subject will be presented and any budget implications captured for the draft budgets, following discussions with the parties to be conducted by December.</p>	Council	15 December

Business Decisions and Relationships – These are the decisions which enable the normal activity of Council to continue	Meeting	Due Date
<p><i>Procurement Strategy for Recycling Services Contract</i></p> <p>Council currently has an 18 month contract for terminating in December 2021. The long term sustainable solution will need to take into account the Government led changes in policy direction. The Recycling Services Procurement Strategy once resolved will be used for the procurement of the services in the future.</p>	Infrastructural Services	March 2021
<p><i>Procurement of Recycling Services</i></p> <p>In accordance with the procurement strategy future services will be procured and contracted.</p>	Infrastructural Services	June 2021
<p><i>Decisions related to Water Reforms</i></p> <p>The proposed reform of the 3 Waters is being considered by Council with a number of investigations to be conducted before a final commitment.</p> <p>If the proposal ultimately results in transferring out 3 waters assets, the Council balance sheet will be affected reducing Council's debt ceiling.</p> <p>If council transfers away the assets but is left with the overheads there would be a negative effect on the council finances.</p>	Infrastructural Services	September 2020 to June 2021
<p><i>Streetscape and other city centre capital works</i></p> <p>The implementation of physical works associated with the central city upgrade will generate significant community interest and will need good debate around the council table and timely decisions which do not cause delays or halt capital works.</p>	Infrastructural Services	2021
<p><i>Parking Strategy</i></p> <p>The parking strategy will be updated as part of the implementation of the streetscape works for the inner city and will include the proposal for new parking meter technology.</p> <p>A Parking Bylaw change will be required as part of the parking strategy.</p>	Infrastructural Services	2021
<p><i>Consideration of a review of the range and number of parks and reserves</i></p> <p>New investments are being considered in parks. Equally, a review of the existing range and number of parks and reserves will be required to consider future needs and whether rationalisation of surplus parks may be a possible source of funding for new initiatives.</p>	Infrastructural services	2021