

# StrongerCoromandel

Working together to build the future



## 2012-2022 Ten Year Plan

Volume one: vision, strategies and activities



*Cover image and images of pages 28 and 126 by Simon Devitt Photographer  
Image on pages 14, 36, 208, 290 courtesy of Destination Coromandel*

Every three years, the Council develops a Ten Year Plan to set out what we intend to do over the next ten years to **build a stronger Coromandel**.

It describes what we want to achieve and why. It also sets out what we intend to do, the costs of doing that and how we'll fund it. Central to this plan is prioritising what we think we can afford to do in what are tough financial times. Like any household budget, we have to live within our means and this plan also sets out where we've had to make some hard decisions.

If you require any further information on material in this Ten Year Plan, please contact the Thames-Coromandel District Council on 07 868 0200 or email [customer.service@tcdc.govt.nz](mailto:customer.service@tcdc.govt.nz)



**Table of Contents - Volume One**

**Introduction ..... 3**

    Message from the Mayor and Chief Executive.....6

    How to Read the Plan .....7

**Your Feedback..... 9**

    Finding a Balance.....10

    Your Feedback & Our Response .....12

**Our District and Communities .....15**

    Who We Are .....16

    Our Goals for the Future .....18

    Population and Land Use Changes .....21

    Our Challenges and Opportunities .....25

**Building a Stronger Coromandel - The Council's Contribution..29**

    Contributing to our Communities .....30

    Community Empowerment .....34

    Working with Others .....34

**Financial Sustainability Strategy .....37**

    Local Government Finance in a Nutshell.....39

    Financial Challenges We Face.....42

    Our Strategy .....45

    Directions ..... 48

    Financial Implications of Service Provision ..... 66

**Our Services ..... 67**

    Introduction ..... 68

    How to Read This Section ..... 70

    Community Leadership Activity Group ..... 73

        District Leadership ..... 75

        Local Advocacy..... 78

    Planning for the Future Activity Group ..... 81

        Strategic Planning ..... 83

        Land Use Planning..... 88

        Hazard Management ..... 91

    Healthy and Safe Communities Activity Group..... 95

        Emergency Management..... 97

        Building Control ..... 101

        Community Health and Safety..... 105

    Roads and Footpaths Activity Group ..... 109

        District Transportation..... 111

        Local Transportation ..... 117

Community Spaces Activity Group .....	125
Airfields .....	127
Cemeteries .....	130
Community Centres and Halls .....	133
Public Conveniences .....	138
Harbour Facilities .....	141
Libraries .....	146
Parks and Reserves .....	150
Swimming Pools .....	156
Community Development Activity Group .....	161
Economic Development .....	163
Social Development .....	168
Stormwater Activity Group .....	175
Stormwater .....	177
Land Drainage .....	183
Wastewater Activity Group .....	185
Land Use Activity Group .....	195
Land Use Management .....	197
Land Information Memoranda .....	201
Natural and Cultural Heritage .....	203

Water Supply Activity Group .....	207
Solid Waste Activity Group .....	217

## **Transfer of Ownership of Reserve in Te Puru .....225**

## **Audit Opinion .....229**

### **Appendices**

Appendix 1 - Forecasting Assumptions .....	233
Appendix 2 - Schedule of Grants for Year One .....	255
Appendix 3 - Community Board Areas .....	259
Thames .....	260
Coromandel-Colville .....	264
Mercury Bay .....	268
Tairua-Pauanui .....	274
Whangamata .....	279

## **Glossary .....283**

## Building a Stronger Coromandel

It is our pleasure to present to you this 2012-2022 Ten Year Plan on behalf of Thames Coromandel District Council - the first to be produced by your new Council and our first real opportunity to reposition the direction and financial position of the organisation to ensure you, our ratepayers and communities have a strategy for future growth at an affordable cost.

What a brilliant District we share, which is full of opportunity. It is our responsibility to care for and develop for the future of our peoples and we are excited about the decade ahead. It is our commitment to partner with communities to see a prosperous, liveable and green district in Coromandel.

One of the themes to emerge from this Ten Year Plan is the impacts of a lasting recession. We know the community is hurting, and the Council is also facing up to this situation. The recession (amongst other factors) has seen expected council revenue from development decrease by 12% over the ten year period since the 2009-2019 Ten Year Plan. We are projecting a slow growth in new 'rateable assessments' at a level of only 0.1% - 1.4% per annum over the ten year period.

Throughout the preparation of this plan the Council has been balancing its desire to grasp opportunities with the need to revise down its expenditure and revenue. We know that it is not possible to launch forward with ambitious development without being confident in the financial base of the Council. This has led to some significant changes coming about, some of which remain a work in progress into the 2012/2013 year. Over the past few months we have worked hard on resetting the financial baseline of the Council through an organisation restructure and an efficiency review resulting in a significant reduction in the forecasting rating requirement for 2012/2013 and beyond.

A priority of this Council is to ensure greater engagement of local communities in decision making. In April 2012 we adopted a Community Empowerment framework and over the course of the next year we will be making some changes to align the organisation better to that framework. The strategy brings decision-making on local services, facilities and assets

closer to local communities, and empowers growth strategies to be developed and quickly implemented in our Peninsula's growth hubs.

The decade ahead is one of important infrastructure challenges. From the Thames Valley and Matatoki water supply improvements, to the Pauanui and Tairua water treatment plants and Whitianga Town Centre upgrade, our District will focus on its priorities and provide quality, appropriate and affordable infrastructure. It is a reality with the age of infrastructure in our towns, the costs are needing to be faced together. The Plan outlines some \$307 million of capital expenditure. Throughout this Plan there has been a reduction of a number of projects so that funding can be channelled to infrastructure renewal.

Economic development remains a priority to Council. We will be continuing to pursue those initiatives such as supporting the growth of the aquaculture industry and providing support for Destination Coromandel and local economic development initiatives which return real value to the District's ratepayers in new jobs and increased business turnover. Our goal is to partner with others in this development (rather than lead it all ourselves with rate funding) and to further foster a Council environment which assists our business community to trade its way out of recession.

Thank you to those of you who gave feedback to our draft Plan. We've given consideration to the feedback and made a number of changes as a result. Thank you for assisting us with forging a successful future. We look forward to working with you to achieve our goals.



**Glenn Leach**  
**DISTRICT MAYOR**



**David Hammond**  
**CHIEF EXECUTIVE**

## How to Read the Plan

The 2012-2022 Ten Year Plan is set out in three volumes

### Volume One

This is volume one of the Ten Year Plan. It provides the detailed proposal as outlined below.

**Your Feedback** provides an overview of the feedback received to the draft Plan and what changes we made as a result of that feedback.

**Our District and Communities** sets out who our communities are in a nutshell, including what our goals are for the future and key challenges and opportunities facing the Coromandel Peninsula.

**Building a Stronger Coromandel – the Council's Contribution** sets out where we best see our organisation contributing to our communities. This section describes how we propose to prudently manage our finances, including the maximum we will spend, and what that means for making hard decisions on what we propose to deliver.

We can't, and shouldn't, deliver everything on our own. **Working with Others** sets out how we intend to work well with others to achieve the best results for our communities as possible.

The **Financial Overview** provides a broad overview of the financial implications of what we are proposing to deliver and how that complies with our own financial limits.

**Our Services** sets out the nitty gritty about what services we are proposing to deliver, why and how much that will cost. It provides details on key projects ahead and how we'll assess our performance in providing services at the end of each financial year.

Because we cannot afford to deliver everything that our communities may want us to, we've had to make some choices, based on priority and affordability. We've identified projects that are and are not proposed and are interested in your feedback.

The **Audit Report** provides an independent assessment by Audit New Zealand on whether we have complied with our statutory requirements in developing this plan.

The **Glossary** is included to provide further explanation of words and terms used throughout the Plan.

### Volume Two

Volume two of the Ten Year Plan contains the **Financial Implications and Forecasts** which provide detailed financial statements as well as the **Fees and Charges Schedule** for the 2012/2013 year.

### Volume Three

Volume three of the Ten Year Plan includes a summary of a number of **Policies** that underpin how we manage our finances and make decisions relevant to this ten year plan. It also includes **Statements** which provide further details on particular areas that inform our decisions.





## Your Feedback

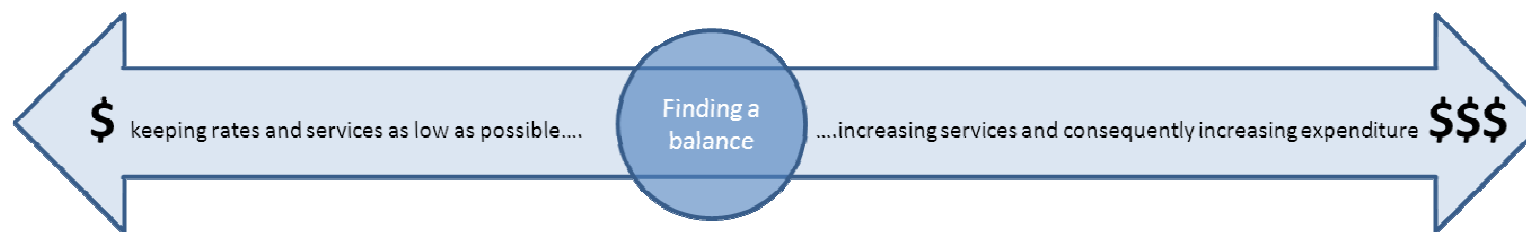
This section outlines:

- matters on which we received feedback
- what we decided as a result of that feedback.

## Finding a Balance

In a nutshell, this Ten Year Plan is about deciding what we should do for our communities over the next decade and how much to pay for it. Deciding on future services and the extent of these services often means making trade-offs between what our communities want and what our communities can sustainably fund. The Council has been strongly addressing its costs and has set a cap to limit the extent that rates can increase as a source of this funding. The challenge it has faced then is how to keep expenditure and funding required by rates as low as possible.

Within the spectrum of what we could deliver and how these would be funded we sought to find the right balance.



At one end of the spectrum, **keeping rates as low as possible** would lead the Council to review levels of service across all its services cut all back to a 'maintenance' level only. Whilst achieving significant rate funding advantages it may well lead to unfunded deterioration of assets and increase the funding budget for the future.

**Continuing to do the same** would mean providing the same services (as outlined in the 2009-2019 Ten Year Plan) but increasing rates to cover operating costs and the delivery of new projects along with the maintenance of those projects. A significant factor since the 2009-2019 Ten Year Plan has been the desire of the community and newly elected Council to find a new and lower baseline of organisational expenditure in the face of an enduring recession.

As such, we have sought to find the balance, and this balance forms the basis of this Ten Year Plan.

## Finding a Balance - Building a Stronger Coromandel

The Council's new mission is to deliver quality affordable services to ratepayers, residents and visitors to the Coromandel. The new direction has been a fundamental driver for the Council in preparation of the proposals made in this Ten Year Plan.

We have approached the development of this Plan with prudence, by balancing our existing commitments with our priorities and the need to deliver good, quality services for communities to build a stronger Coromandel.

As a result of considering our ratepayers priorities we have looked at how we can keep expenditure down. Ultimately it came down to balancing wants and needs with affordability, and that meant making some hard decisions, which included finding internal efficiencies, reducing services in some cases, but increasing them in others, deferring projects, bringing some projects forward, and increasing of charging to direct users.

We've had to prioritise, and we have a strong focus on essential infrastructure as a priority. This Plan outlines \$247 million of capital expenditure for our essential infrastructure services of water, wastewater, stormwater, solid waste and district transportation.

The on-going costs of servicing existing infrastructure already makes up close to 30% of the 2011/2012 forecasted operating costs through interest and depreciation.

Economic development remains a priority for the Council and we have committed to pursue initiatives which return real value to the District's ratepayers.

If the Coromandel is to grow in a way that recognises the needs and desires of the Peninsula, then it is critical that we provide strong leadership and direction to make this happen. We can't, and shouldn't, deliver everything on our own. As such we need to form good relationships with other key players as well as advocate for our district's needs. We are also looking to empower communities to achieve results themselves and will continue to explore opportunities in this area. This is a key focus for this Council.

## More Specifically...

The **Our Services** section of the plan provides more detail on what we are planning to provide, why, how much it will cost and where the money will come from. It also identifies changes to activities, including:

- increases in services and projects (eg. town centre upgrades, sports facilities and a community centre)
- increased focus on economic development, including greater expenditure
- decreases in services (stormwater, footpaths, and most local community plans)
- changes in project timing across activities
- significant changes to how services we view as essential are funded, and introducing or increasing fees and charges

## The Engagement Process

The draft Ten Year Plan was open for submissions from the 5<sup>th</sup> March through to the 2<sup>nd</sup> April 2012. During this time community information sessions were held in Whangamata, Coromandel, Whitianga, Tairua and Thames where people could come and discuss the Ten Year Plan with Councillors, Community Board Members and staff and obtain more information about the issues that they were interested in. Approximately 150 people attended these sessions. We also had a stall at the Thames Market on Saturday 8<sup>th</sup> March.

We received nearly 700 submissions to the draft Plan which provided valuable feedback. Approximately 140 submitters wanted to talk directly to the Council about their submissions and did so during the hearings meetings, which were held throughout the Peninsula from 7-11 May 2012.

## Your Feedback & Our Response

Submissions to the draft plan noted a strong concern about our proposal to introduce an equal charge to everybody in the District (regardless of connection) for water and wastewater. As such, we have withdrawn this proposal from the Plan. That does mean that the costs of water and wastewater for those who are connected (or have the ability to connect) will be slightly more than was projected in the draft Plan.

There was overwhelming support from submitters for the Council's focus on Economic Development. As such, we have confirmed our commitments in this area and also added a number of new projects that promote economic activity for our District.

In response to affordability concerns of both submitters and the Council the scope of several large projects has been reconsidered and budgets reduced. This includes the Whitianga town centre upgrade, and water supply projects in Thames Valley and Matatoki, and water supply projects in Tairua and Pauanui. Refer to the **Our Services** section for further information.

Many submissions were received requesting that projects be brought forward, removed from or added to the Plan. We've listened to our communities, and where we've been able and the projects are consistent with the Council's direction and priority of the community boards we've responded to these requests.

Projects that have been removed from the Plan include:

- Whitianga wastewater disposal upgrade (\$640,000 from 2012/2013)
- Grahams Stream water supply intake in Tairua (\$2.1m from 2020/2021-2021/2022)

Projects that have been added to the Plan include:

- Parawai stormwater upgrade in Thames (\$1.4M in 2015/2016 - 2016/2017)
- Coromandel Sportsville investigation project (\$21K in 2012/2013)
- Whitianga Town Hall upgrade investigation (\$137,000 in 2021/2022)
- A contribution to the Tairua Indoor Sports Facility (\$1.1M for 2021/2022)
- Assisting the Mercury Bay Pool purchase a new pump and filter (\$100,000 for 2012/2013)
- Upgrade works for the Coromandel Citizens Hall (\$97k, 2012/2013)
- Funding for more campervan dump-stations (\$70k, 2012/2013-2014/2015)

- Funding for Coromandel gateway signage welcoming visitors to our district (\$53k, 2012/2013 - 2013/2014)
- \$300,000 over two years for the construction of the Kopu-Kaiaua section of the Hauraki Rail Trail from 2013. (NB: to be granted only when the total funding required has been secured by the Rail Trail Charitable Trust from the other partner organisations and funders to consent and build the track)
- A feasibility study for the expansion of the Coromandel wharf to allow the passenger ferry to dock in town (\$20k, 2012/2013)

During the consultation period, we specifically sought feedback on a number of projects which we had *not* allocated budget for. Based on feedback received we are not providing for the following projects in this Ten Year Plan:

- Thames Coast reserve development
- Tararu Beach reserve development
- Thames Valley and Matatoki water treatment
- Buffalo Beach foreshore walkway larger scale improvements
- Whitianga Taylor's Mistake and esplanade larger scale improvements

In the draft Ten Year Plan we proposed an increase to dog registration fees from \$60 to \$95 for the 2012/2013 year. We have withdrawn this proposal and instead be reviewing the animal control activity in the 2012/2013 year.

Also in the draft Plan we proposed to reduce our involvement in community owned and managed halls. However, in light of our Community Empowerment framework we

have withdrawn this proposal and these decisions will be managed by each community board.

As signalled in our draft Plan, the cost of the large rubbish bag price will increase from \$2.05 to \$2.25 for the 2012/2013 year.

We have decided to partner in the development of four new strategies; events, economic development, youth, disability in the 2012/2013 year.

Finally, in the draft Plan we proposed three changes to its Rates Remission Policy, as follows:

- the introduction of remissions for new subdivisions
- the introduction of remissions for economic development, and
- a change to its remission for Land Held for Conservation and Preservation Purposes

In response to community feedback received, the first two changes were withdrawn. The proposal to change the remission for Land Held for Conservation and Preservation Purposes, so that the remission is only available for land covered by a Queen Elizabeth II Trust covenant (including withdrawing the requirement for public access) was accepted.

In place of remissions for economic development, we decided to instead retain a budget of \$20,000 against the economic development activity as an "economic assistance package".



## Our District and Communities

This section outlines:

- who our communities are in a nutshell
- what our collective goals are for the future
- expected population and land-use changes
- key challenges and opportunities facing the Coromandel Peninsula.

Who We Are

We think that the Thames-Coromandel District is the North Island's premier recreation centre amongst the North Island's most beautiful and significant environment.

*Hauraki Gulf Marine Park Area*

- Regional Sea Boundary
- Regional Boundary
- Hauraki Gulf Marine Park
- Hauraki Gulf Marine Park Catchment
- Waikato District Forum Member Council





### This brings with it some unique challenges for us to manage together.

- We have many small communities and they are diverse.
- Approximately 55% of our ratepayers do not live full time in the District. We often refer to them as our absentee ratepayers.
- We have members of our community at both extremes of the income scale. For our usual residents, we have a higher proportion of people earning less than \$20,000 per year than the national average, which is contrasted by around 47% of our absentee ratepayers earning \$70,000-\$100,000 plus per year.
- Members of our communities have different needs and wants.
- Our population varies at different times of the year - up to eight people per household in summer!
- Our geography makes us different - some services have to be provided separately to different communities across 258,000 hectares of land (such as having ten wastewater plants instead of one and 11 water treatment plants instead of one). This makes it expensive to live here.
- We are located within the Hauraki Gulf Marine Park - a national park of the sea and an area of natural richness.
- We're susceptible to extreme weather events that often come at a cost.
- In the recent past in our District, the number of houses was increasing at a high rate which meant that we had to spend more to cater for that increased growth as well as catch up on past infrastructure deficits. Now however, we are projecting a slow growth in new 'rateable assessments' at a level of only 0.1% - 1.4% per annum over the ten year period.
- The cost of providing local government services (the local government cost index) continues to increase at a higher rate than inflation.
- The devolution of responsibilities from central government (such as alcohol and gambling regulation) and increased standard requirements (such as building

regulation) places more mandatory requirements onto us, which ultimately comes at a cost.

- In addition to that, local government is a large and complicated business, providing many different services not only for communities now, but into the long-term future.
- Parts of our communities continue to expect that we will provide more new projects and increased services.
- There is a uniqueness about the Coromandel Peninsula that we want to retain.

### As a result:

1. costs aren't going to go down in the foreseeable future without significant intervention
2. we've had to compromise on delivering the 'nice to haves' in order to keep costs down. These decisions are not always easy or popular. More difficult trade-off decisions are likely to be ahead.

## Our Goals for the Future

The Coromandel Peninsula's desired direction for the future are outlined in two key plans:

1. Choosing Futures Thames-Coromandel
2. Coromandel Peninsula Blueprint: Framework for our Future

We consider that it has a key role in helping make these 'aspirations' a reality.

### Choosing Futures Thames-Coromandel

In 2005 and again in 2010 we facilitated a process whereby the district communities' aspirations for the future were identified. These aspirations are called 'Choosing Futures Thames-Coromandel'. In short, they tell us what the community wants for the future.

More information on this can be found at <http://www.tcdc.govt.nz/choosingfutures>. We have considered our role in achieving these aspirations when defining our own objectives.



### Coromandel Peninsula Blueprint

To help determine our contribution to achieving those aspirations in relation to land and water use, and to meet other legislative requirements in a more efficient manner, we embarked on an interagency project called the Coromandel Peninsula Blueprint. The four partner agencies are Thames-Coromandel District Council, Waikato Regional Council, Department of Conservation and Hauraki Whaanui.

The Blueprint provides a plan for where, what and how people can do things in and on the land and waters of the Coromandel Peninsula – as agreed by multiple partners. It helps give effect to Choosing Futures as well as other national legislation. The district phase of the Blueprint Framework for our Future articulates outcomes and strategies in both spatial and worded form.

In response to concerns from the community, we have decided to take the Blueprint out for formal consultation alongside our District Plan Review later in 2012.

## Blueprint Vision and Outcomes

### The year is 2050:

The Coromandel Peninsula is a place:

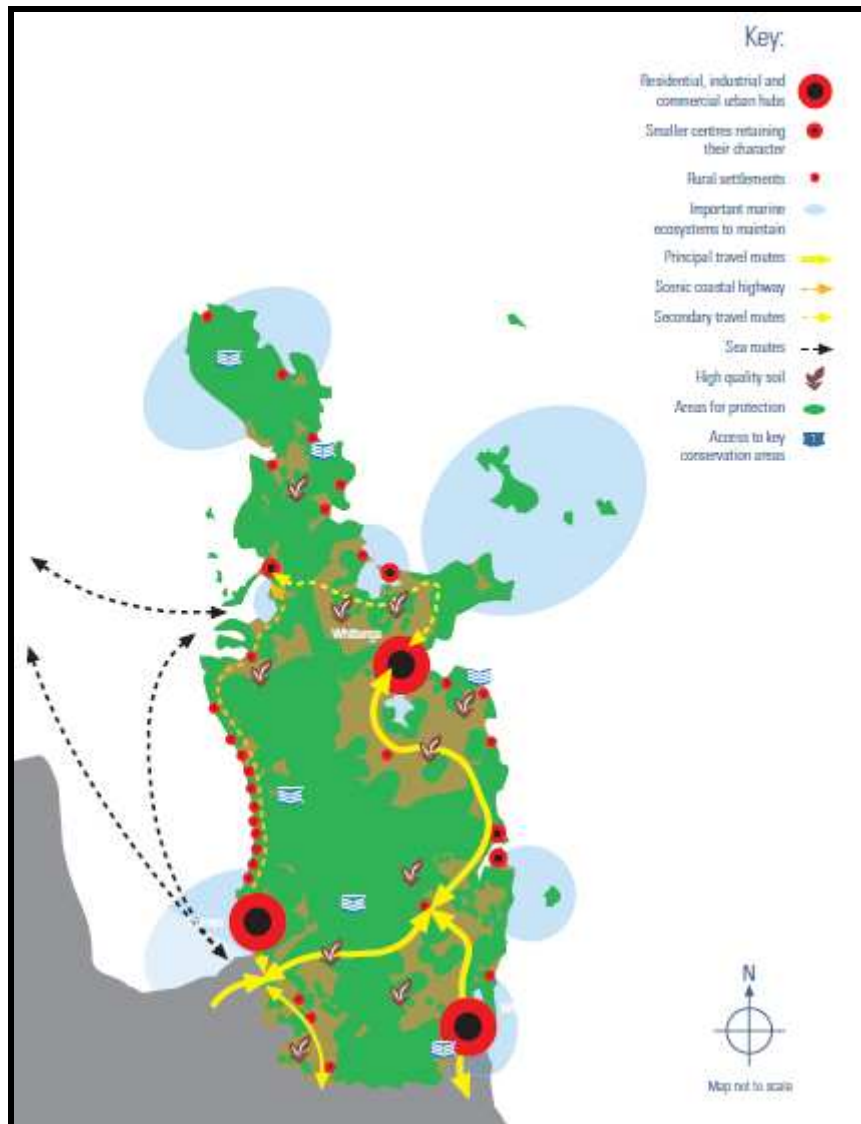
- that embraces its natural taonga – treasures
- that has diverse and vibrant centres
- where generations can live, work and enjoy
- that has resilient communities

### Ko te 2050 te tau:

Ko Te Tara o te Ika a Maui:

- ka whakanui i aana taonga aa-taiao
- he putahi matahuhua, hauora tonu oona
- he waahi e ora ai, e mahi ai, e ngahau ai ngaa whakatupuranga
- he hapori pakari tonu oona





The Blueprint relies on much more than just this Ten Year Plan to turn its goals into reality. In particular, we are reliant on our current District Plan review to implement much of our own contribution. However it also provides some clear direction for *this* Ten Year Plan including ensuring that the services and facilities we intend to provide, align with the planned use of land and marine areas in our District. At a broad level this includes:

- concentrating longer term development in three main urban hubs - Thames, Whitianga and Whangamata
- concentrating further marine industrial development in the Coromandel township area
- maintaining services in and preserving the character of smaller centres and rural settlements
- improving integrated management of catchments
- more control of rural and coastal subdivision
- protecting and enhancing biodiversity and landscape values
- protection of natural character and heritage
- fostering economic development and work opportunities, and
- managing development hazard prone areas.

More information is provided at [www.coroblueprint.govt.nz](http://www.coroblueprint.govt.nz).

The **Our Services** section outlines how our services align with the Coromandel Peninsula Blueprint.

## Population and Land Use Changes

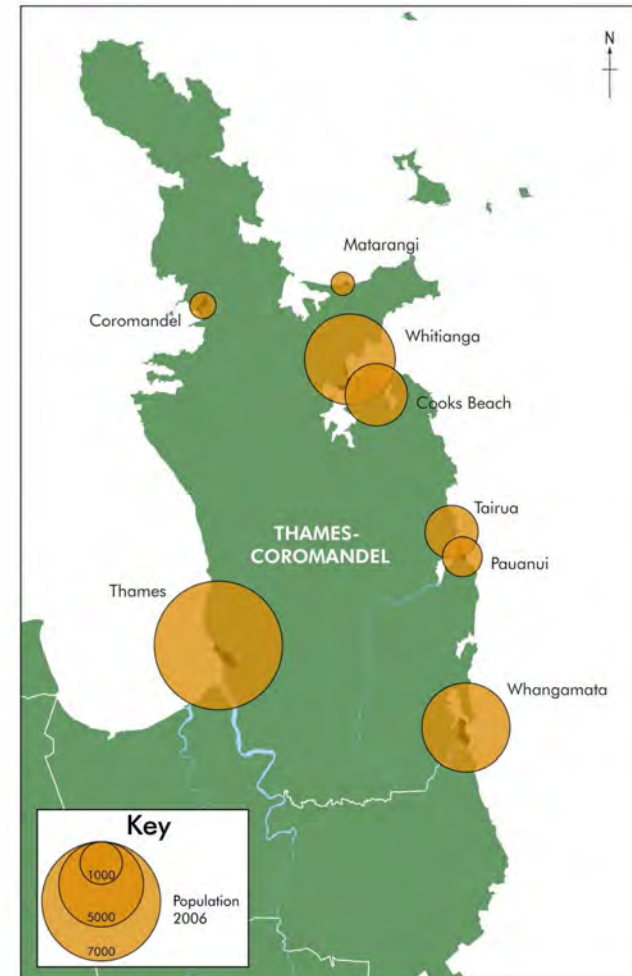
It is important that we are thinking ahead about what our population and land use might be like in the future, so that we know where to target future service provision. We'll never get it exactly right, however, based on the best information available, we make some forecasts about the most likely population and land use scenario.

### People

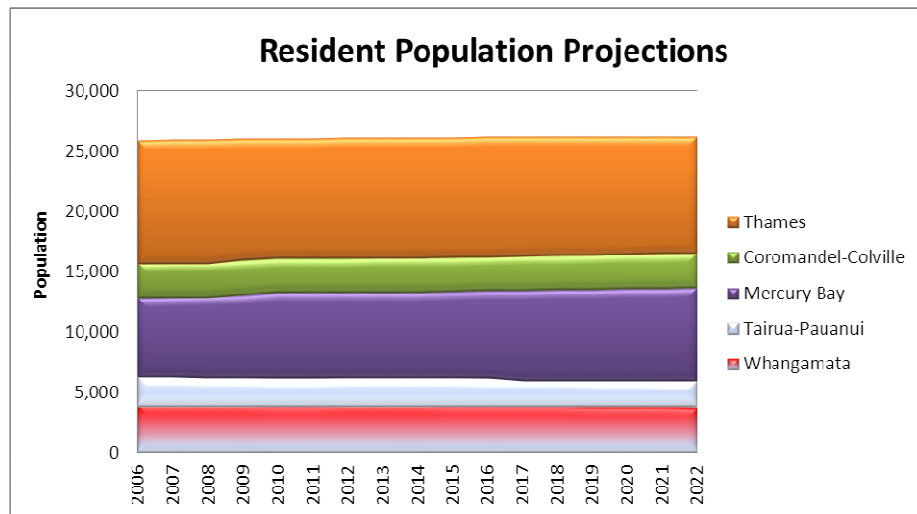
In 2006 (when the last census was carried out), our District was home to approximately 26,000 residents. During the summer the population reaches peaks of up to 142,000 people. Many of these people are visiting their holiday homes with a small number of other New Zealand and international visitors. We don't know as much about our absentee ratepayers, but we estimate that around 18% usually live in the Waikato Region (excluding the Thames-Coromandel District) and 27% in the Auckland Region.

If we take past population trends, consider birth, death, national and international migration and ageing trends, we can estimate that:

- the resident population is growing overall, but is expected to decline in a number of areas
- the resident population is getting older
- the Peninsula will continue to experience population influxes over the summer



From 2006 to 2022, the Peninsula's resident population is projected to grow only marginally by 286 people (1.1%) by 2022. That's around 18 people per year. It is expected that some areas may experience resident population growth, while others may experience population decline. Most of the increased resident population is expected to be based in Whitianga. Settlement areas where we expect resident population to decline include Cooks Beach and Ferry Landing, Hahei, Whangapoua, Tairua, Pauanui, Thames, Thames Coast, Onemana and Whangamata.

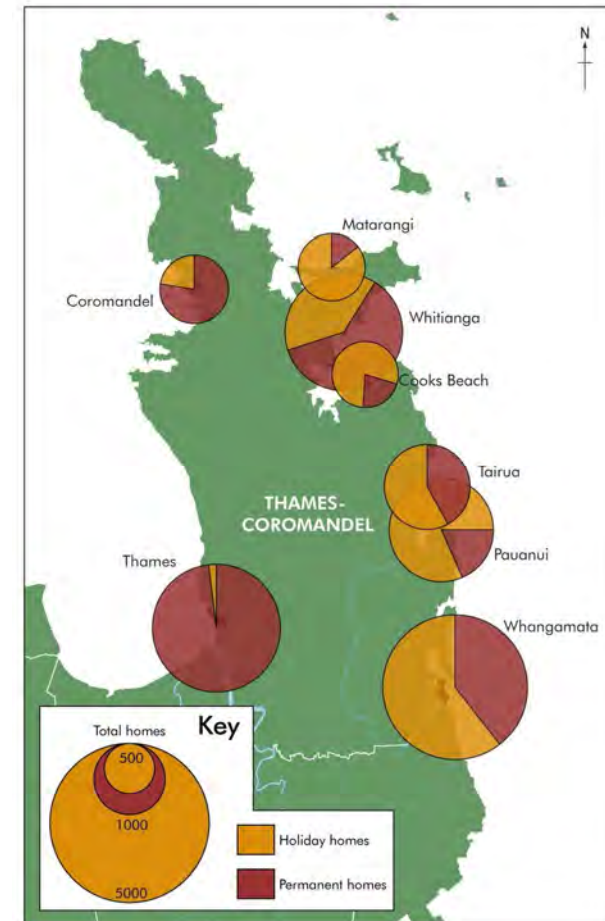


## Where We Live

Residential properties make up most of the District's 'built' development. In 2006, we had an estimated 22,707 houses on the Peninsula.

In 2006, only half of the houses on the Peninsula were permanently lived in by full time residents, with the proportion of vacant houses being reflective of the high number of absentee ratepayers who visit but do not permanently live in their holiday homes.

The following map outlines the eight main settlement areas on the Peninsula, however, there are many smaller settlements and residential areas throughout the District.



In looking to the future, detailed District Plan provisions allow for some new development in the current eight main centres. We anticipate that most development will occur here. In the longer term, we intend that residential development will be focussed into the three main urban areas of Thames, Whitianga and Whangamata.

Concentrating development in settlements is important on the Coromandel Peninsula to ensure that our special landscapes are protected, amenity values are retained and the cost of providing infrastructure is lower. The District Plan is currently being reviewed to give effect to this direction.

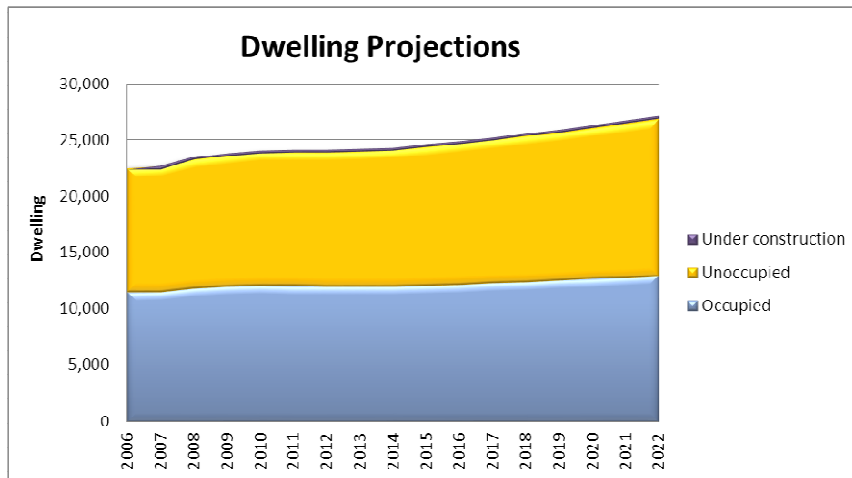
If we take past housing trends, the estimated future population and acknowledgement of the slow economic climate in the near future, we can estimate that from 2006 to 2022 the number of houses (dwellings)<sup>1</sup> on the Peninsula will grow by an average of 276 per year, or a total of 4,419 (19.5%) by 2022. From 2006 to 2022 we expect that the proportion of houses not permanently lived in (i.e. unoccupied homes or holiday homes) will increase to 13,871 (an increase of 2,951 or 27%).

While the resident population is forecast to decline in many areas, an increased number of houses (dwellings) will likely lead to growing peak populations.

We are planning to continue providing existing infrastructure and services in areas which are planned for growth to occur in. This includes:

- Totara Valley in Thames
- Kopu, near Thames
- Pauanui (the Orchard Block)
- Whangamata North.

In addition, most of the main settlements of Thames, Coromandel, Whitianga, Cooks Beach, Tairua, Pauanui and Whangamata have capacity for further subdivision in existing neighbourhoods (often referred to as 'infill' subdivision).



<sup>1</sup> The Council uses two different terms when talking about growth in the number of houses: dwellings and rating units. Some rating units contain multiple dwellings.

### Other Land Use Matters

In total, our District had 26,418 rating units (at 1 July 2010). This is made up of the following land uses:

- residential - 85% or 22,611 units
- farming, horticulture and other rural, including a large number of lifestyle blocks - 10% or 2,523 units
- industrial and commercial - 5% or 1,252 units, and
- other land uses - 0.1% or 33 units.

Non-residential rating units are projected to increase by a combined 30% (11% in farming, horticulture and other rural, 17% in industrial commercial and 2% in other).

Around one third of the Peninsula is conservation land.

Further detail on our forecasting assumptions is available in **Appendix 1**.



## Our Challenges and Opportunities

There are a number of key issues and opportunities facing our District that inform where we wish to focus our energy:

- **Growth and development**

The sustained growth in property development that has occurred in the past and is expected to return in future (albeit at a lower rate) has implications for planning what growth can occur where, providing additional infrastructure and ensuring the sustainable social and economic development of our communities.

Our population is also expected to change. An increasingly ageing population in the medium term will result in shifts in lifestyle and demands for facilities and services. Retirees with limited mobility will likely increase the demand for centralised and close services. People choosing to move to the area for lifestyle reasons result in high expectations around maintaining attractive areas and access to facilities. The expected increase in the use of the Peninsula as a holiday home area will continue to place a high demand on coastal properties.

- **District plan review**

At the time of preparing this Ten Year Plan we are also reviewing our District Plan. The District Plan review is a high priority for us and is a key means of implementing much of our contribution to the Coromandel Peninsula Blueprint and ensuring we build a Stronger Coromandel. Please refer to our website for further information about the District Plan review and to find out how you can get involved.

- **Community makeup**

The changing make up of our communities leads to questions about the long term sustainability of a number of communities. Examples of the issues raised include

the changes in nature and feel of communities, skill shortages, a growing ageing population and providing associated support services required, and different expectations of services required and the ability to pay for them. The Coromandel Peninsula Blueprint provides strategies for managing land use in a way that encourages sustainable communities.

- **The national economy and the impact of the recession**

During the recession, we saw a significant reduction in the level of new development and therefore development contributions - at a time when we were, and continue to be committed to funding significant new capital investments to provide infrastructure for new growth. The recession has also meant a slowdown in the level of local economic activity. At the time of writing, the impact of the Christchurch earthquake on the national economy is yet to be realised. We consider that we have a role in promoting the economic prosperity of our District, particularly during tough economic times. This is compatible with national directives which see aquaculture as a priority for the Coromandel Peninsula.

- **Key drivers of local government expenditure**

Mandatory requirements for local government (as set by the central government) combined with high community expectations and the escalating cost of purchasing services continues to add pressure to our costs. We have a number of legislative requirements that define some of the services that we have to deliver in the district leadership, strategic planning, landuse planning and management, emergency management, community health and safety, building control, district transportation, cemeteries, water services, wastewater and solid waste activities.

- **Commitment to efficiency**

We are committed to delivering quality council services which are **good value**. That means identifying ways in which we can operate more efficiently and make savings on internal costs.

- **Iwi relationships and Treaty settlements**

Hauraki Iwi and the Crown, via the Office of Treaty Settlements, are now well advanced in the settlement negotiation process. In the next few years, Treaty settlements will be decided and post-Treaty arrangements with Hauraki Iwi have the potential to bring new challenges and opportunities.

- **Remediation of Moanataiari subdivision**

In October and November 2011, the Waikato Regional Council conducted soil tests at the Moanataiari subdivision in Thames, which is reclaimed land. The results from the tests indicated that there are elevated levels of arsenic in the soil. Since that time, elevated levels of lead have also been discovered and it has been a high priority of the Council to respond to these issues. At the time of writing this Ten Year Plan we are yet to determine the overall cost implications that this Council and our communities may be asked to contribute to the remediation of the Moanataiari site. Mitigation remains a top priority for the Council and has resulted in additional, unbudgeted expenditure being required in the 2012/2013 year of \$86,000, the costs of which are being shared by the whole District. Remediation will likely result in further, unbudgeted expenditure being required in the future. Please refer to our website for further information about Moanataiari.

- **Community leadership and governance**

We have a key leadership and community governance role to play within the community. If the Coromandel is to grow in a way that recognises the needs and desires of the Peninsula, then it is critical that we provide strong leadership and

direction. We need to form good relationships with other key players as well as advocate for our district's needs. We are also looking to empower communities to achieve results themselves and in April 2012 adopted a Community Empowerment framework. We will be continuing to explore opportunities in this area and over the course of the next year we will be making some changes to align the organisation better to that framework.

- **Tikapa Moana - Hauraki Gulf**

The Peninsula sits within the wider Hauraki Gulf Marine Park area - an area of natural richness, environmental quality, biological diversity and landscape that make it of national significance. The Hauraki Gulf Forum was established to promote and facilitate the integrated and co-ordinated management of the Gulf's rich environmental, cultural, economic and recreational resources. We are represented on that Forum. The Forum undertakes a variety of programmes in which we are involved. It is currently exploring whether to proceed with an integrated spatial planning process for the Gulf.

- **Social development**

The limited research work that we have completed to date highlights that there are a number of social development issues affecting our District at present such as housing affordability. We are already contributing a great deal of resource to the social development of our District; however, we are looking to take a more co-ordinated and effective approach by looking at all the key social issues facing our District and where we can *best* contribute to addressing them. In the short term, we will be focussing on the areas of youth and disability.

- **Biodiversity**

The Coromandel Peninsula is located within the Hauraki Gulf Marine Park and is also made up of approximately one third of conservation land. Given the nature of the Coromandel Peninsula with its diverse landscapes, climate and impacts of

urbanisation and land use, the key to protecting the Peninsula's biodiversity is the collaborative and integrated management of catchments by a number of agencies.

- **Local government reform**

Recent local government reforms in Auckland have triggered discussion about the potential desirability of wider scale reform of local government beyond Auckland. Central government is advancing a 'Better Local Government' reform programme to readdress the constitutional status of local government, its function and structure, and how central and local government should relate to each other. The outcomes are as yet unknown but will likely affect local government in the future. The building industry reform is also expected to impact on local government at some point such as through the streamlining of building consent processes.

- **Adverse weather events**

The geography of our District means that we are prone to adverse weather events and natural hazards such as landslides and flooding and tsunamis. Such weather events often result in disruption to our services and damage to our assets which can lead to unforeseen and often high costs to remedy these.

- **Earthquake prone buildings and assets**

We have commenced a review to identify which buildings and assets may be earthquake prone in line with our current earthquake policy. It is anticipated that the findings from the Canterbury Earthquake Recovery Authority review will likely have an impact on our approach to earthquake prone buildings in the future.



## Building a Stronger Coromandel – the Council’s Contribution

This section outlines:

- where the Council best sees it contributing to our communities
- how we intend to work with others to achieve the best results for our communities as possible.

## Contributing to our Communities

Councils have always been a foundation of communities providing basic infrastructure and local decision-making on priorities, funding and projects. Today's councils are little different in this respect, although now working under some 103 Acts of Parliament, they provide many more complex activities than they were required to in the past. TCDC is a major organisation, employer, and contract provider in the Coromandel, now with some 28 significant activities. From ensuring we are ready to respond in emergencies, to providing household infrastructure, each of these activities are a major community service in their own right all aimed at building a sustainable district.

We enjoy the challenge of diverse communities and customers with different perspectives and inputs into Coromandel life. As a council, we work hard through our community boards to bring as much local knowledge into our decision-making as practicable. Added to the mix are the views of regional and central government and many other agencies. We work with the obvious tensions and trade-offs through local democracy processes and integrated planning to map forward a bright future for the Coromandel.

The ten year plan is important in order to set out what we will achieve and deliver and what our priorities are and at what cost. We call our aspirations '**Council Outcomes**'<sup>1</sup>.

---

<sup>1</sup> These fulfil the requirements of the Local Government Act 2002 regarding identifying community outcomes - section 93(6)(b).

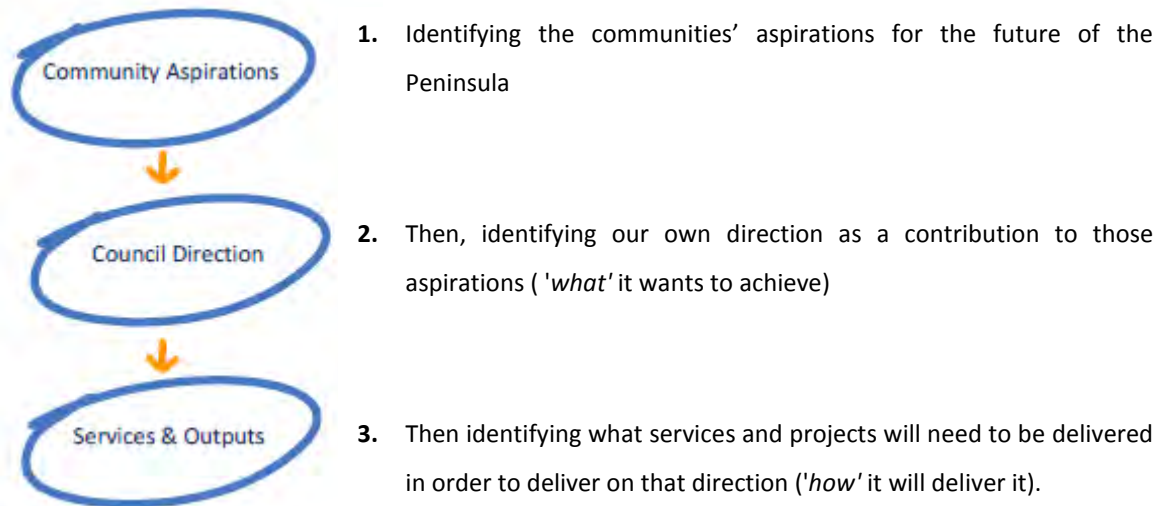
## How It Decides

*It's all about sustainable development - making sure we do our bit to ensure our communities' wellbeing both now and in the future. It's not just about the natural environment, but also about the social, cultural and economic wellbeing of our District.*

As a council and with our partner community boards we acknowledge that community aspirations are wider than simply what we could or should provide from rate funding. Whilst there are a range of activities which will always be the core for the Council to achieve, including water, wastewater, roading, cemeteries and other functions, we work hard with other organisations including in advocacy, to meet other outcomes for which we are not able to take the lead role in.

A priority of this Council is to ensure greater engagement of local communities in decision making. In April 2012 a Community Empowerment framework was adopted by the Council, and over the course of the next year we will be making some changes to align the organisation better to that framework.

In terms of our process, this comprises three broad steps:



A number of factors will influence what our direction will be such as:

- what various communities want and need
- what progress is or isn't being made to achieve that
- key issues facing the district
- national policy mandates and priorities
- regional and sub-regional strategies already set, and
- elected member mandates.




Thames-Coromandel District Council Outcomes

Our direction acts as the guiding light for our decisions.

This Council's new mission is to deliver quality affordable services to ratepayers, residents and visitors to the Coromandel. The new direction has been a fundamental driver for the Council and has driven the direction and projects outlined in this Ten Year Plan. Accountability, efficiency and approachability are key themes.





<h2>Council Outcome</h2> <p>On behalf of the Coromandel Peninsula, we will aim to achieve ...</p>	<h2>Areas of Focus</h2> <p>We will focus our efforts on ...</p>
 <p><b>A prosperous district</b></p> <p>The Coromandel Peninsula has a prosperous economy.</p>	<ul style="list-style-type: none"> <li>• providing for economic and population growth that is socially and economically sustainable</li> <li>• helping create an environment that enables our economy to grow</li> <li>• making it easy to create opportunities and jobs</li> <li>• maximising economic opportunities from the Peninsula's natural setting</li> </ul>
 <p><b>A liveable district</b></p> <p>The Coromandel Peninsula is a preferred area of NZ in which to live, work, raise a family and enjoy a safe and satisfying life.</p>	<ul style="list-style-type: none"> <li>• providing infrastructure to help build healthy communities</li> <li>• supporting a range of recreation and leisure opportunities</li> <li>• advocating for our communities' needs</li> <li>• encouraging community responsibility</li> <li>• supporting a choice of lifestyle opportunities</li> <li>• making it easy to get around</li> <li>• promoting development of a safe living environment</li> <li>• respecting and nurturing a local sense of place</li> <li>• promoting and valuing the district's historical and cultural heritage</li> </ul>
 <p><b>A clean and green district</b></p> <p>The Coromandel Peninsula's natural environment provides a unique sense of place.</p>	<ul style="list-style-type: none"> <li>• providing for our unique environment to be protected</li> <li>• balancing environmental protection with accessibility</li> <li>• ensuring future development fits sensitively within the Coromandel's unique landscape and coastal environment</li> <li>• implementing and supporting appropriate land use management</li> <li>• having a balanced regulatory framework that protects important community and environmental values without imposing uniformity and inflexibility</li> <li>• playing its part in keeping our environment safe and clean</li> </ul>

The **Our Services** section outlines how we will make this direction happen through each of our activities. It also sets out how our activities align with the Coromandel Peninsula Blueprint.

## Community Empowerment

A priority of this Council is to ensure greater engagement of local communities in decision making. In April 2012 a Community Empowerment framework was adopted by the Council, and over the course of the next year we will be making some changes to align the organisation better to that framework.

At the core of this framework is greater decision making at the local level. Practically, this means that the Community Boards will make governance decisions relating to the following local activities:

- Harbour Facilities
- Parks and Reserves
- Halls
- Libraries
- Airfields
- Swimming Pools
- Public Conveniences
- Cemeteries
- Local Transportation
- Strategic Planning (Local)
- Economic Development (Local)
- Social Development (Local)
- Community Health and Safety (Local)

In addition, decisions regarding leases associated with Council-owned property and the development and approval of local policies such as Reserve Management Plans will also transfer to the Community Boards.

For all other activities, generally referred to as District activities, the Council has adopted a partnership approach where it will seek Community Board input prior to making significant governance decisions. This includes activities like wastewater water supply, solid waste and stormwater (to name a few).

This shift requires that a number of internal processes will need to be reviewed, including the way that the Council charges internal costs to its local activities and the way in which capital projects are managed.

Over the course of the next year we will be making some changes to align the organisation better to that framework. A number of these changes will be presented in further detail in our 2013/2014 Annual Plan.

## Working with Others

Our community has set a clear direction for the future of the Coromandel Peninsula. If we - as a District - are to be successful in building a stronger Coromandel Peninsula, our communities, organisations, agencies, central, regional and local government need to work together. A number of agencies have responsibilities that affect our District and they normally have different roles or are responsible for managing different geographical areas. However, many issues cannot be managed most effectively by any one agency in isolation.

The Coromandel Peninsula is surrounded by coastal and marine environments that are managed overall by the Regional Council. Our land environments are continuous with those of Hauraki District and our main highways are part of the national network provided and maintained by the New Zealand Transport Agency. By working with other agencies, we can jointly manage regional resources and infrastructure in a more integrated way to achieve better outcomes across our wider environment. A more cohesive and attractive region can provide direct benefits to our region by enhancing its liveability and appeal to visitors.

Working in partnerships enables us to obtain benefits from the resources and expertise of others. This can provide both cost and time efficiencies, and help achieve outcomes that we would simply not be able to deliver on our own. In many cases, we are not the right organisation to achieve the best results.

We are choosing to lead by example and take a greater leadership and advocacy role on behalf of the Peninsula. We have involvement in various partnerships ranging from providing advice or financial resources, to sharing knowledge and participating in joint projects or programmes. Key partnerships have been developed in different forms and structures, reflecting the need to develop partnerships that work together in the ways most appropriate to address the specific issues they face.

Key partnership arrangements include:

- Hauraki Gulf Forum
- Coromandel Peninsula Blueprint Steering Group
- Regional Transport Committee
- Thames Valley Rural Fire Committee
- Hauraki Rail Trail
- Destination Coromandel
- Waikato Triennial Forum
- Various local forums such as reserve committees

We are also a shareholder in the Local Authority Shared Services Limited 'council-controlled' organisations, and are intending to become an establishment shareholder in the new Local Government Funding Agency.

Refer to the **Council-Controlled Organisation statement** for more detail.



# Financial Sustainability Strategy

This section outlines:

- how we propose to prudently manage our finances, including the maximum we intend to spend
- what that means for making hard decisions on what we propose to deliver
- a summary of the changes proposed as a result
- the financial costs of providing services.



Local government must be financially sustainable to continue delivering services to its communities in the future. This involves a balancing act of delivering services while keeping the income required to do this affordable, ensuring equity between current and future generations, along with fairly sharing the costs of delivering these services across different users.

We prepared a financial sustainability strategy which sets out the financial aspects of the Council's overall direction and how we plan to manage our financial performance over the next ten years to get there. It provides a guide for how we will consider and approach funding and expenditure proposals. It will also inform all subsequent activity decisions made during this 2012-2022 ten year planning process.

## Local Government Finance in a Nutshell

### The Cost of Doing Business

We are a large and complex business. Each of the Council's 28 activities are made up of a number of services that our communities receive. The cost of doing this business in our District is driven by a number of factors:

**growth**

there will be more households in our district to service

**and**

**price changes**

inflation and increases in consumer and local government goods means that it will cost councils more to do business

**and**

**multiple communities**

having many diverse communities means that services often need to be provided in each community rather than one

**and**

**service level changes**

we will provide varying levels of service which may also vary between communities. The level of each service affects what resources, capabilities and assets are required to be funded

**and**

**the assets owned**

changes in the number of type of assets through disposal and acquisition

**and**

**depreciation**

the number of assets we own corresponds with the cost of depreciation of those assets

**and**

**existing debt levels**

borrowing money now to fund infrastructure for future generations comes with interest costs

**and**

**efficiencies and innovation**

finding efficiencies in the way we operate and provide services

**results in**

**EXPENDITURE REQUIRED**

## Types of Spend

We have two types of expenditure: operating expenditure and capital expenditure.

**Operating expenditure** is expenditure undertaken by the Council as a result of performing its normal business operations.

**Capital expenditure** is money spent in acquiring or upgrading a business asset such as buildings.

Our expenditure is generally for one or more purposes:

1. **maintaining existing service levels** - this is expenditure to keep the current services going and includes spend like maintenance and renewal of assets, and all the support required to deliver services on a day-to-day basis.
2. **increasing service levels** - this is additional expenditure to increase or improve a service level - for example, deciding to provide indoor sports centres in communities where there are none
3. **adding capacity to provide for growth** - this expenditure is associated with *extending* a service or asset to provide for new development in future, for example, increasing a water plant size because there are new households planned which need to connect to the water supply.

Some projects can fall into more than one category for example, building a new wastewater plant that improves the quality of discharge (this is increasing a service level) as well as providing for future growth at the same time (this is adding capacity). What category is applied to a service will guide who should pay for it.

## The Realities of Inflation

When most residents and ratepayers talk about inflation, they are most commonly referring to household inflation. This is the price increases over time of a "fixed collection" of standard household items such as housing, groceries and power supply. In technical terms, this is often called the 'consumer price index' or CPI.

Councils themselves also need to purchase goods and services in order to deliver its services to their communities. However the goods and services it purchases are different than the general household (such as buying asphalt for roads or supplies for water treatment plants), and as a result, local government inflation is different to that of a standard household. This rate of inflation is often referred to as the 'local government cost index' or LGCI. Unfortunately, in recent times, it is usually higher than the rate of household inflation. You can find out more at [www.lgnz.co.nz](http://www.lgnz.co.nz).

That's in part why local government costs have recently gone up at a higher rate than household inflation. Even if the Council stopped increasing the services and projects it provides right now, costs would likely continue to increase. Our rates requirement will therefore generally increase as a result of an increase in costs.

This different rate of increase in itself creates a challenge because we believe that ratepayer expectations (and ability to pay) are aligned closer to household inflation than the costs of the goods we purchase.

We've made some assumptions about how inflation will change over the next ten years. These are outlined in **Appendix One**.



## Funding Options

We are limited in how we as a Council can pay for the services we deliver:

- **Rates** are the main form of revenue for us. Rates are a way of charging property owners for services. Some rates are based on property value while others are spread equally across a group of ratepayers. We currently use many types of rates.
- **User fees and charges** are used to target individuals or groups, who are directly using a service and therefore directly benefit from or cause the need for that service.
- **Development contributions** are the payments made by developers towards infrastructure projects when they develop properties. It is their 'share' of being able to connect and use that infrastructure.
- **Grants and subsidies** are funds received from other agencies, particularly the government.
- **Borrowing** isn't a source of revenue in itself, but is a bridging mechanism to assist with funding of long-term infrastructure before future ratepayers exist to pay their share.
- **Proceeds from asset sales** are the funds received from the sale of an asset. The use of this funding source is an option for the Council but would usually be a one off source and would only occur when an asset is not considered to be required for a specific purpose.

In some cases, we will look to our communities to fundraise a proportion of a project cost before we will contribute a share.

## The Financial Challenges We Face

As well as the inevitable increase in local government costs to manage, there are a number of factors which are expected to impact on our management of the business and finances over the 2012-2022 period. Some of these are common across many Councils, but some present some unique challenges for the Thames-Coromandel District.

### Intergenerational Equity

We have to think about the wellbeing of our communities now as well as in the future. As a result we seek to ensure that as far as possible, today's ratepayers only pay for the services which they are likely to consume and not for benefits that will be received by new ratepayers in future.

Many of our assets have long lives and provide benefits to our communities over a long period of time. Some assets are built before new future ratepayers consume the services that use those assets. To achieve fairness between customers over time we use borrowing (also known as debt).

Borrowing is not a source of revenue itself. Rather it is a 'bridging' mechanism to assist with the financing required for the construction of long term assets. By financing long-term assets through debt we seek to strike an equitable balance between funding these assets from both our current and future ratepayers and in turn seek to match the cost of the infrastructure to those who consume it over time.

Setting an appropriate rates level involves considering (in part) how much of the expenditure required should be funded through current ratepayers (usually via rates or user fees) and through future ratepayers (eg. by borrowing now and collecting subdivision or development contributions as new rateable properties are created).

This concept of achieving fairness between customers over time is called 'intergenerational equity'.

It relies on the Council having robust assumptions in place about what development will occur in the future. Growth will never occur exactly as planned, so we need to use the best information we have at hand. Our assumptions are detailed in **Appendix One**.

Not all of the costs to service future development are met by future developers. For example, a small proportion of interest costs of servicing the borrowing is currently funded by existing ratepayers.

### Economic Climate and Growth

Over recent years, there has been considerable publicity about the global economic recession. While economic commentators are projecting that the economic climate will improve however, they are uncertain about the rate at which it will do so. This situation gives rise to a number of issues for the Council:

#### 1. Reduced Property Growth Expected

As outlined in the **Our District and Communities** section of this Plan, while we expect a lower level of property and resident population growth than we have experienced in the past, it will continue to place pressure on maintaining, creating and improving infrastructure at an affordable rate. The Coromandel Peninsula Blueprint provides us with a guiding strategy for what and where property and population growth may likely occur. Property growth is forecast to be dispersed throughout many of our areas which usually means that multiple projects are required to service this growth. We are however recognising that growth will focus in the three settlements of Whangamata, Whitianga and Thames in the medium to long term. This is with the reality of the cost of sewerage and water schemes to service new communities.

While our resident population is forecasted to decline in many areas of the District, our on-going peak period occupancy and demand patterns remain high. This often drives the need for increased programmes, assets and/or systems to deliver the same level of service or greater capacity in our infrastructure.

Property growth is anticipated to be predominantly residential in nature (rather than commercial or industrial for example) driven by an increasing number of absentee owners using their 'discretionary income'. This means that there is a high level of risk that demand will not materialise as forecasted, particularly during slow economic growth. If new property development doesn't occur as forecasted, and projects to service that development have already been started or completed, then there is a risk that current ratepayers will have to pay for a higher amount of loan interest costs in the meantime than originally planned. Where such projects haven't yet been started, they may need to be postponed.

## 2. Pressure on our Communities' Ability to Pay

With the downturn of the economy, there is greater pressure on maintaining household employment and income levels. We are conscious that in the current economic climate, it may be more difficult for many to balance household budgets and cover the cost of rates and user fees. This is outlined further below.

## 3. Investing in Sustainable Communities

Of major concern is the forecast permanent population *decline* in many areas of the District. Opportunities to increase jobs through economic development, especially aquaculture, as well as promoting a vibrant living environment are important for this Council to consider if we are to turn this trend around. There are also important essential infrastructure challenges ahead including major water supply upgrades. We face some difficult choices between pursuing these important opportunities while balancing the cost of doing so.

## Diverse Communities

The geographic and social nature of our district means that our many communities and customers are diverse:

- They are small and dispersed across the Peninsula. That in turn means that services and expensive infrastructure often need to be duplicated as they cannot be centralised which comes at considerable cost, for example having 10 wastewater plants instead of one.
- Land type varies from steep hills to low-lying coastal areas making infrastructure like roads more challenging to provide.
- Our population can vary from only half of our houses being occupied to having an average of up to eight people per household in the summer. This creates a high load on our services.
- Different local communities have different priorities and needs, and may be willing to pay different levels of rates to fund those priorities.
- Not all people use all services.
- Many of our property owners do not live full time in our District and may also therefore have different service needs and preferences from those that do.

As a Council we recognise the diversity of our communities in considering what services, and extent of those services, we might provide in each community. Over the course of the next year we will continue to give consideration to how we can empower our different communities to deliver services themselves and at a lower cost to the ratepayer.

## Affordability

Our activities are often expensive to deliver.

- Local government costs are currently increasing at a higher rate than household inflation and are predicted to remain that way.
- There is continued devolution of responsibilities and increasing of standards by central government placed onto local government which drive up costs.
- The on-going costs of servicing existing infrastructure already makes up close to 30% of the 2011/2012 forecasted operating costs of interest and depreciation, let alone new assets.

This all means that costs are likely to increase in future even if we just stood still.

We continue to be concerned about the resulting level of rate increases that have been needed to fund the services we deliver, and the impact of this on the District's communities. We are aware that the income levels of residents within our District (many on fixed incomes) are generally lower than the New Zealand average and that it is likely that some of our residents on low incomes are reaching their limits in terms of ability to pay. We also wish to encourage economic activity in our towns, so the affordability of rates to our commercial ratepayers is also a concern. It's not just about rates however; we also want to keep our other funding sources, including user fees and development contributions, affordable.

Balancing these concerns with continued customer expectations for maintained and improved services is a challenge.

## Minimising Risk

We have to make some assumptions about what will happen in the future, but this will always bring with it a level of risk. On the Coromandel Peninsula for example:

- we are susceptible to natural events such as storms which require funding to be sourced for unplanned correction works
- we rely on rates for a lot of our income (72% in 2011/2012)
- we also know that development will continue but cannot quantify the exact extent it will do so or at what speed.
- our District has a high proportion of residential properties (rather than commercial or industrial) and an increasing amount of these are owned by people who live outside of the District. Assuming that these 'absentee' properties are discretionary purchases, there is a greater risk that projected income from future additional absentee properties won't eventuate should the economy decline or stagnate.

It is ultimately the current ratepayers who bear the burden of increased expenditure arising from such risks eventuating, so we try to minimise such risk.

## Our Strategy

### Where we want to be

**In response to the financial challenges outlined above, this Council is looking to balance the provision of services to achieve a prosperous, vibrant and clean and green district, while keeping funding affordable and fair over time *and* maintaining a sound financial footing (both now and in the future).**

Through this Ten Year Plan we intend to achieve our direction and deliver value for money. For that reason, investment in our communities is important - we *don't* want to stagnate and *do* want to make the most of the opportunities we have now. We will invest and achieve results in:

- keeping our communities as the special places they are - and looking to our local communities to tell us what each of their priorities are to do that, and
- building a stronger economy with more local jobs.

We do however acknowledge that we have a real challenge in balancing the delivery of services with the willingness and ability of our communities to pay. Achieving a fair and equitable funding system will be important, but retaining affordable services is our top priority.

## The 'Fiscal Envelope'

The result of working towards this goal and meeting our new legislative requirements is adopting a set of financial parameters which guides what we will deliver and how we will make decisions on funding and expenditure. This can be likened to a **fiscal envelope** - all future funding and expenditure decisions should be made within the bounds of that envelope. The fiscal envelope is new to this Ten Year Plan and sets parameters around:

- how much rates we can charge each year, and
- how much we can borrow to fund projects.

We will use these indicators to manage our business.

Before finalising our proposed fiscal envelope, we considered the following options:

1. continuing to do the same
2. finding a balance - building a stronger Coromandel by tightening our belts
3. keeping rates as low as possible - by reducing spending more
4. keeping rates low - by increasing user fees
5. doing more and accepting the increased costs of doing so.

These are summarised below.

## Finding a Balance

Deciding on future services and the extent of these services often means making trade-offs between what our communities want and what our communities can sustainably fund. Within the spectrum of what we could deliver and how these would be funded we sought to find the right balance.



At one end of the spectrum, **keeping rates as low as possible** would lead the Council to review levels of service across all its services and reduce them to a 'maintenance' level only. Whilst achieving significant rate funding advantages it may well lead to unfunded deterioration of assets and increase the funding budget for the future.

**Continuing to do the same** would mean providing the same services (as outlined in the 2009-2019 Ten Year Plan) but increasing rates to cover operating costs and the delivery of new projects along with the maintenance of those projects. The 2009-2019 Ten Year Plan forecasted expenditure of \$1,295.6 million (this compares to the \$1,230.2 million forecasted in this Plan). At that time, this equated to an average rate of \$2,595 + GST per annum, per rating unit over ten years.

Since that time, a number of projects and work programmes have been rescheduled in response to the changes in the global economic climate and property growth rates have slowed. We also have a new elected Council with a change in focus and priorities, resulting in changes to services and programmes.

Throughout the course of the 2010/2011 and 2011/2012 annual plans, substantial changes were made, which make the 2009-2019 Ten Year Plan dated. However simply keeping assets maintained to continue providing existing services would require \$137.8m of expenditure over the 2012-2022 year period. That's an average investment of \$5,003 per rating unit over ten years. New projects and the maintenance of those projects once completed would come at an additional cost. So too does the day-to-day operations of the Council as a service provider.

As such, we have sought to find the balance, and that balance forms the basis of this Ten Year Plan.

## What We Chose

Ultimately it came down to balancing wants and needs with the affordability concerns, and that means making some hard decisions. The Council chose to propose limits to rates and borrowing capacity that focus initially on delivering value for money, while providing some flexibility for each community board area to generate additional funds for other priority projects that they are willing to pay for. After considering, what is the most equitable way of funding each individual activity, we've then assessed whether on balance, the total picture is affordable to our range of customers.

We consider that this is a prudent approach to financial management - it provides for assets to be maintained and renewed, debt levels kept reasonably conservative and rate increases kept at an affordable level now and into the future. It will continue to mean making hard decisions about more cost effective ways of doing things and deferring, reducing or declining to deliver some services.

In approaching this Plan we have considered how to prioritise major projects to achieve an affordable balance, because we cannot afford to deliver everything that our communities may want us to. The **Our Services** section outlines amongst other information the major projects ahead.

## Our Proposal in More Detail

To give effect to where we want to be financially *and* our service delivery priorities, we will manage our finances by:

1. managing costs
2. managing income from rates
3. taking a conservative approach
4. taking an equitable and affordable approach to funding
5. applying a 'just in time' approach to infrastructure provision.

More detail on each of these Directions is outlined below, including an overview of how the forecasted financial impact of the Ten Year Plan aligns to our financial limits.

While these are our preferred directions, in many cases a balance needs to be found to ensure our services remain affordable. As such whilst we have considered these directions individually, we've also assessed whether on balance the total picture is affordable to our communities.

## Direction 1: Managing Costs

Given affordability of council rates and charges to our communities is our top priority; we proposed a two-pronged approach to managing our costs:

1. firstly, we looked with fresh eyes to find further efficiency gains in the organisation (without affecting service levels), and
2. secondly, we prioritised what we then could afford to deliver.

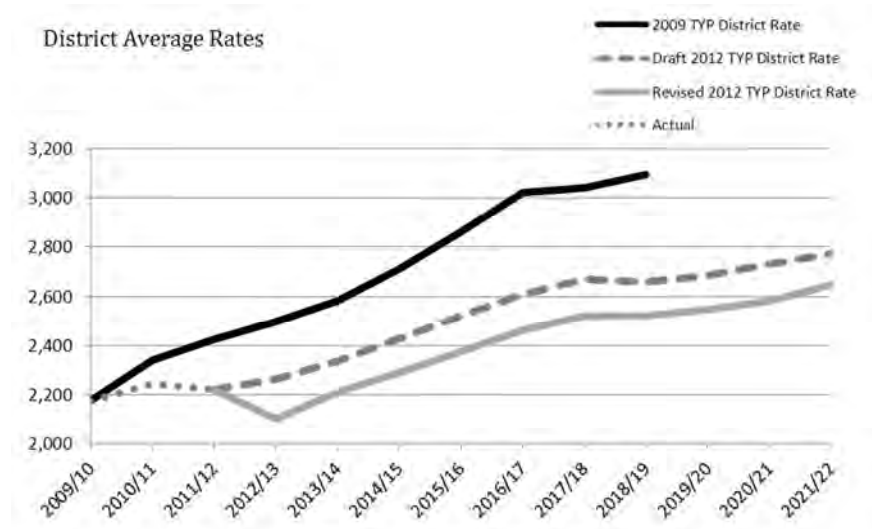
These are both outlined below in more detail, followed by the resulting forecasted expenditure.

### Finding Cost Efficiencies

A review of the organisational structure and its resourcing has been undertaken during the preparation of this Ten Year Plan. An objective of the restructure was to develop an organisational design that was fit for purpose and that would facilitate the achievement of elected Council's Mission, Vision and Outcomes. Significant to this was the Council's desire for faster and more empowered decision-making, streamlined accountabilities and to ensure that the Council is effective and efficient in the delivery of services.

As part of this review, the organisation looked seriously at its internal operating costs to see where efficiencies could be made. As a result, the Council's financial baseline has been reset resulting in a significant reduction in the forecast rating requirement for 2012/2013 and beyond when compared to the 2009-2019 Ten Year Plan.

The following graph shows the reduction in the Council's financial baseline between the draft Ten Year Plan and this final Ten Year Plan compared to the 2009-2019 Ten Year Plan.



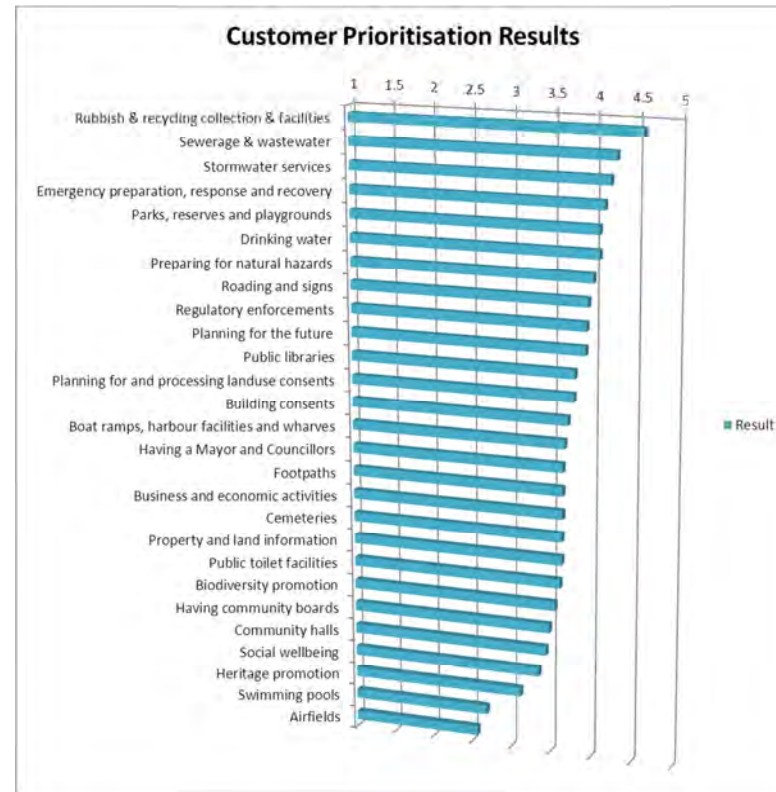


## Prioritising What We Can Do

Quite simply, we cannot afford to deliver everything that customers may want us to. To keep rates, user fees and development contribution increases in check, we've looked at how we can operate more efficiently and reduce overhead costs. It also has meant making hard decisions on what we will and will not deliver. The challenge we face then is how to keep expenditure and funding required by rates as low as possible.

### How Ratepayers Prioritise

In drafting this ten year plan, we carried out some independent research to find out what our ratepayers' priorities are. Rubbish and recycling remains the top priority. What we view as essential services - water, stormwater, wastewater and roading - are in the top eight.



On a scale of 1 to 5, where 1 is the lowest priority and 5 is highest priority, no activities fall below 2.56, indicating that all activities are of medium or high priority.

The survey indicated that the priorities of our resident and absentee populations are very similar to each other.

## Our Council Priorities

We see it as vital that we lead by example in these tough economic times. This means finding better and more efficient ways of doing things which still deliver good outcomes for our community while keeping rates as low as possible. Your community board representatives have had a critical role in proposing the priorities of each area, what services and projects should be provided and whether you are willing to pay for those.

In that vein, we are focussed on keeping the Coromandel (and its communities) the special place that it is, by:

- **Focussing on the essentials** - in recent years wastewater infrastructure has been a key focus on the eastern seaboard. Ensuring adequate water supplies in many parts of the Peninsula is now a priority. We consider it important to continue with business as usual for other essential services like roading and rubbish/recycling services whilst exploring more efficient delivery options. Water supply, wastewater, stormwater, solid waste and district transportation continue to be the biggest area of spend accounting for over 60% of total expenditure.
- **Supporting the economy** - supporting local industry and the creation of new jobs to keep our economy growing and encourage a more sustainable population. Our particular focus is on establishing good relationships with other organisations and businesses to promote investment in tourism and aquaculture in the area. We also are continuing to financially support destination marketing and promotion through Destination Coromandel and visitor information centres.
- **Investing in community projects that make them tick**, particularly community spaces such as town centres and multi-sports centres. The Council has looked to your community boards for guidance on local priorities. We can't afford to do all of these now, so not all wants are provided for and those that are, are staged over ten years.

- **Developing effective working relationships to get results.** We are not the only provider in our District so we'll be leading by example through strong leadership and being advocates for community needs. This will involve developing partnerships with others.
- **Empowering local communities** to recognise the diversity of our District and as a means to better meet local needs. One of the first steps has been to recognise the different priorities of each community board area in informing this Plan, as advocated by your community boards. We'll also empower our communities to drive projects by encouraging them to fund raise for projects (particularly recreational projects) in their area.
- **Transitioning from our recent planning** for the district and communities focus to delivering on those plans.

In terms of the provision of services, these priorities mean that the Council will continue to **maintain most services**, but have proposed some variations to better align with its priorities, including:

- ↑ Increasing investment in aquaculture facilities and economic development agencies.
- ↑ New water supplies in Thames, the Thames Valley, Tairua and Pauanui.
- ↑ Investing in a range of new community facilities including two indoor sports facilities in Thames and Mercury Bay, a skatepark in Thames, a replacement swimming pool in Thames and a community centre in Pauanui.
- ↓ Not providing new footpaths unless they attract a subsidy on safety grounds.
- ↓ Reducing the level of service in the stormwater activity through delaying systems improvements.

The **Our Services** section outlines how we intend to deliver on the above, and the associated costs of doing so.

## The Costs of Delivering this Proposal

The total cost of delivering this Ten Year Plan is forecasted to be \$1.23 billion.

This is made up of two components: operating expenditure and capital expenditure.

**Operating expenditure** is expenditure undertaken by the Council as a result of performing its normal business operations. The total operating expenditure of the ten years is \$923.2 million (75% of total expenditure) which includes internal interest<sup>1</sup> of \$46.3m. Annual operating expenditure is expected to increase from \$79.1 million to \$105.8 million between 2012 and 2022.

Major contributors include:

- inflationary pressures - the local government cost index is expected to increase by some 41% over the same timeframe. The fact that we forecast operating costs increasing at a lesser rate reflects efficiency improvements over the period.
- additional depreciation and interest costs - depreciation is increasing from \$18.7 million to \$26.2 million and interest expenses from \$4.1 million to \$5 million over the same time period as a result of Council's capital expenditure programme. The total depreciation expenditure is \$220 million (18.1% of total expenditure) and the total interest expenditure is \$51.4 million (4.2% of total expenditure).

---

<sup>1</sup> Internal interest is interest charged on internal borrowing. Internal borrowing is the temporary use of Council funds for a different purpose from that for which they were received, which is used to reduce the uniform annual general charge from ratepayers.

**Capital expenditure** is money spent in acquiring or upgrading a business asset such as a building. We are forecasting capital expenditure of \$307 million in this Ten Year Plan (25% of total expenditure).

## The Cost of Maintaining Existing Services

The 2009-2019 Ten Year Plan forecasted expenditure of \$1,295.6 million (this compares to the \$1,230.2 million forecasted in this Plan).

Since that time, a number of projects and work programmes have been rescheduled in response to the changes in the global economic climate and property growth rates have slowed. We also have a new elected Council with a change in focus and priorities. Whilst significant changes to services are not proposed in the 2012-2022 Ten Year Plan, an accurate costing to continuing to provide the same is not considered possible. Throughout the course of the 2010/2011 and 2011/2012 annual plans, substantial changes were made, which make the 2009-2019 Ten Year Plan dated.

However simply keeping assets maintained to continue providing existing services would require \$137.8 million of **capital expenditure** (10.9% of total expenditure) over the 2012-2022 year period. Specifically, the expected capital expenditure on roads, water, wastewater and stormwater that is required to maintain existing levels of service is \$116.2 million (or 9% of total expenditure).

New projects and the maintenance of those projects once completed would come at an additional cost. So too does the day-to-day operations of the Council as a service provider.

## The Cost of Providing for Expected Changes in Population and Land Use

Expected changes in population and land use are outlined in the **Our District and Communities** section of this Plan.

The **capital cost** alone associated with providing for these changes in population and land use requires \$69.3 million (5.6% of total expenditure). This is defined as the capital expenditure that is required to provide additional capacity (in whole or part under Council's Development Contributions Policy) necessary to accommodate property growth in serviced areas.

## The Cost of Increasing Levels of Service

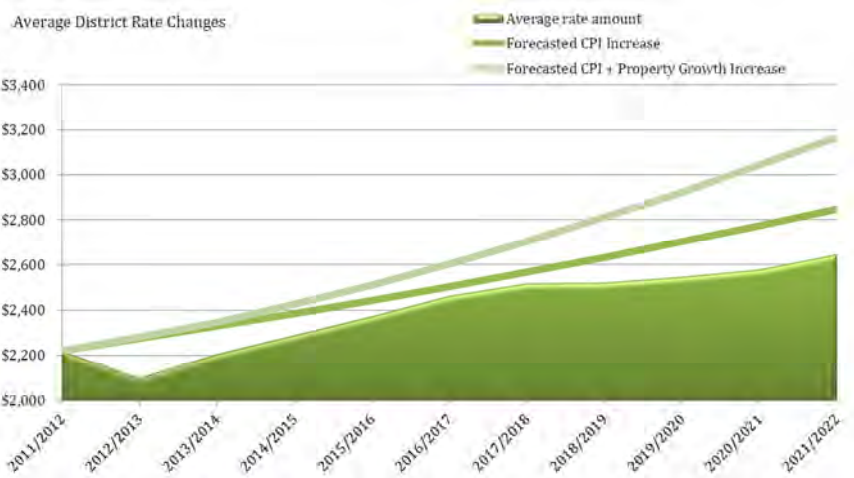
An overview of changes to levels of service is noted in the **A Summary of Changes** section with more detail provided in the **Our Services** section.

The **capital costs** alone associated with providing for increased levels of service is \$103.9 million (8.4% of total expenditure). This is defined as the capital expenditure that increases the service level delivered by the asset.

## Direction 2 Managing Income from Rates

Currently, we draw about 72% from rates because we do not have alternative revenue streams for example, significant financial investment funds or investments in corporate enterprises. Recognising concerns regarding ratepayer's ability to pay for services and the likelihood that affordability issues may be exacerbated in future, we will endeavour to keep the increases in income required from rates within a fixed threshold. However, we've also proposed a plan that gives communities the choice to pay higher local rates for extra local projects they want done and are willing to pay more for. We are also mindful of not creating deficits in critical service provision and the need to meet, for example, new higher standards that might be imposed through resource consent conditions.

### We propose to do this by:

Our Strategy	In a bit more detail...	What this means...	How this proposal stacks up...
<p><b>Limiting the amount that rates can increase each year</b></p>	<p>Our ultimate <i>target</i> is that the annual increases in the District average rate requirement<sup>2</sup> should be no more than the general rate of household inflation (or CPI). However, we are proposing to <i>cap or limit</i> district rate increases with the CPI + property growth (rating units) for each year over the Ten Year period.</p> <p>It's a bit like a set of traffic lights:</p> <ul style="list-style-type: none"> <li>• <b>Green</b> means we're on target with meeting of goals of staying on or under the rate of household inflation</li> <li>• <b>Orange</b> means we're spending</li> </ul>	<ul style="list-style-type: none"> <li>▪ Rates will continue to increase</li> <li>▪ We will deliver a lot of new projects, but not all at once</li> <li>▪ We are limited in the extent of additional services we can provide</li> <li>▪ Rates will likely vary in different communities</li> </ul>	<p>Our forecast shows annual increases in the District wide average rate over the ten years is within the CPI limit we set. The following graph shows the projected average district rate compared to the cumulative movement of CPI and the upper limit of CPI +property growth. (GST exclusive).</p> 

<sup>2</sup> The 'District wide average rate requirement' is calculated as total rates revenue requirement divided by total number of rating units.

Our Strategy	In a bit more detail...	What this means...	How this proposal stacks up...
--------------	-------------------------	--------------------	--------------------------------

more than is ideal, but we're still increasing at a lower rate than CPI plus property growth, and

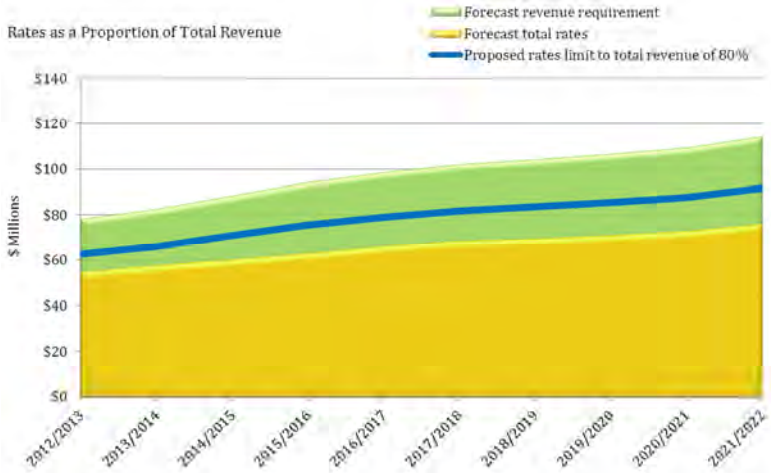
- **Red** means we're exceeding our limits.



**Limiting the amount of income that comes from rates**

- Ideally, we would give priority to new initiatives where expenditure efficiencies can be gained in existing business or increased revenue outside of rates can be sourced.
- We are looking to other users to pay more of their share so some user fees will increase.
- Because we don't have other major potential sources of income

Our total rates revenue is forecasted to remain below our limit of 80%, and increasingly so as the years progress:

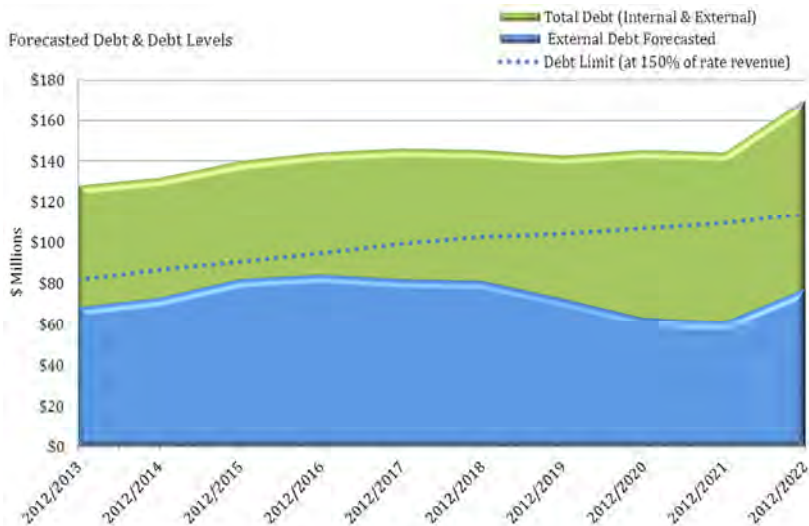


Our Strategy	In a bit more detail...	What this means...	How this proposal stacks up...																																												
		<p>compared to other councils (e.g. port shares) a high proportion of revenue will still need to be funded from rates.</p> <ul style="list-style-type: none"> <li>Looking to communities to raise a portion of funds themselves for discretionary, but important, projects in their area.</li> </ul>	<table border="1"> <thead> <tr> <th>Total Revenue (\$million)</th> <th>2012/ 2013</th> <th>2013/ 2014</th> <th>2014/ 2015</th> <th>2015/ 2016</th> <th>2016/ 2017</th> <th>2017/ 2018</th> <th>2018/ 2019</th> <th>2019/ 2020</th> <th>2020/ 2021</th> <th>2021/ 2022</th> </tr> </thead> <tbody> <tr> <td>Forecast total rates</td> <td>55</td> <td>58</td> <td>60</td> <td>63</td> <td>66</td> <td>68</td> <td>69</td> <td>71</td> <td>73</td> <td>76</td> </tr> <tr> <td>Forecast revenue requirement</td> <td>78</td> <td>83</td> <td>89</td> <td>95</td> <td>99</td> <td>102</td> <td>104</td> <td>107</td> <td>110</td> <td>115</td> </tr> <tr> <td>Rates limit to total revenue of 80%</td> <td>63</td> <td>66</td> <td>71</td> <td>76</td> <td>79</td> <td>82</td> <td>84</td> <td>85</td> <td>88</td> <td>92</td> </tr> </tbody> </table>	Total Revenue (\$million)	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Forecast total rates	55	58	60	63	66	68	69	71	73	76	Forecast revenue requirement	78	83	89	95	99	102	104	107	110	115	Rates limit to total revenue of 80%	63	66	71	76	79	82	84	85	88	92
Total Revenue (\$million)	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022																																					
Forecast total rates	55	58	60	63	66	68	69	71	73	76																																					
Forecast revenue requirement	78	83	89	95	99	102	104	107	110	115																																					
Rates limit to total revenue of 80%	63	66	71	76	79	82	84	85	88	92																																					

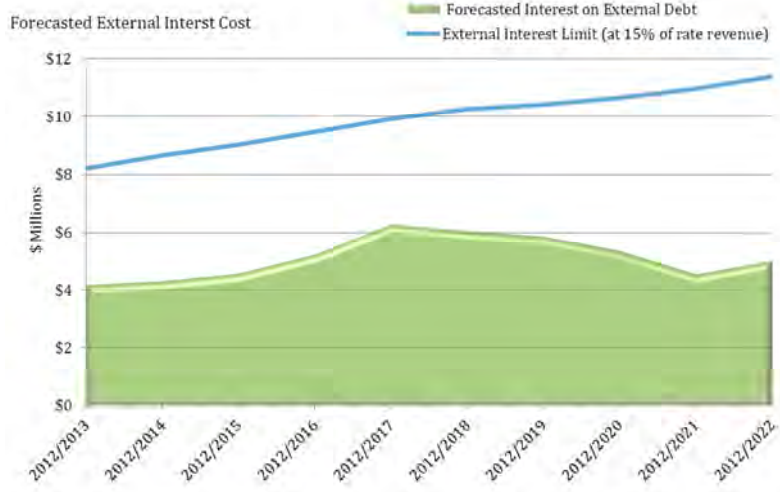
## Direction 3 Taking a Conservative Approach

We wish to continue taking a conservative approach to managing our finances, albeit to a lesser extent than in the past. This includes borrowing.

### We propose to do this by:

Our Strategy	In a bit more detail...	What this means...	How this proposal stacks up...
<p><b>Borrowing within our ability to service and repay that borrowing</b></p>	<p>As with any borrowing (like a mortgage), there will be limits as to what we can repay - even over a long time). Adopting conservative borrowing limits reduces the risk of an inability to service debt if growth stagnates.</p> <p>We have <i>changed</i> our self-set borrowing limits since the 2009-2019 Ten Year Plan. We believe it is prudent to link the proposed external debt limits to rates rather than total revenue as Council's security for its external borrowing is a charge over those same rates.</p> <p>This new limit is less conservative than the previous limit which linked total debt (both internal and external) to total revenue.</p> <p>We also utilise internal borrowing which is not subject to the above limits.</p>	<ul style="list-style-type: none"> <li>This will come with increased borrowing costs. For example, with an interest rate of 7%, approximately \$70,000 of additional annual interest cost would be payable for every \$1 million of debt.</li> <li>Our ability to use this increased borrowing facility will be constrained however, by the overall rates and the rates increase caps that we are proposing above.</li> <li>Borrowing provides a tool for ensuring that the relevant costs are charged to future ratepayers.</li> </ul>	<p>Our forecasted debt limits and debt levels show that we are forecast to remain within own debt limits, as shown below.</p> <p>Our projected internal debt is also shown here (in green) to demonstrate the total debt picture.</p> <p>As can be seen, we forecast an increase in our external borrowing in order to deliver the services and projects in this Plan. This will result in higher interest costs than we have presently.</p>  <p>The chart, titled 'Forecasted Debt &amp; Debt Levels', plots debt in millions of dollars from 2012/2013 to 2012/2022. The y-axis ranges from \$0 to \$180 million. The x-axis shows fiscal years. Three data series are shown: 'Total Debt (Internal &amp; External)' (green area), 'External Debt Forecasted' (blue area), and 'Debt Limit (at 150% of rate revenue)' (dotted blue line). Total debt starts at approximately \$125 million in 2012/2013 and rises to about \$170 million by 2012/2022. External debt starts at \$70 million and increases to \$75 million. The debt limit starts at \$85 million and increases to \$115 million, remaining above the total debt throughout the period.</p>



Our Strategy	In a bit more detail...	What this means...	How this proposal stacks up...																																												
	<p>Whilst the local communities willingness to pay for additional expenditure may drive increased borrowing for locally funded projects, we are ultimately accountable for the cumulative effect of borrowing decisions</p>	<ul style="list-style-type: none"> <li>Flexibility to fund some projects deemed to be of benefit, while acknowledging that borrowing capacity does not have to be fully utilised.</li> </ul>	<p>In more detail, the <u>external</u> debt limits, <u>external</u> debt levels and variances between the two are listed here (to the nearest million).</p> <table border="1" data-bbox="1245 384 2123 552"> <thead> <tr> <th></th> <th>2012/2013</th> <th>2013/2014</th> <th>2014/2015</th> <th>2015/2016</th> <th>2016/2017</th> <th>2017/2018</th> <th>2018/2019</th> <th>2019/2020</th> <th>2020/2021</th> <th>2021/2022</th> </tr> </thead> <tbody> <tr> <td>Debt Limit (at 150% of rate revenue)</td> <td>\$82</td> <td>\$87</td> <td>\$90</td> <td>\$95</td> <td>\$99</td> <td>\$103</td> <td>\$104</td> <td>\$107</td> <td>\$110</td> <td>\$114</td> </tr> <tr> <td>External Debt Forecasted</td> <td>\$69</td> <td>\$73</td> <td>\$82</td> <td>\$85</td> <td>\$82</td> <td>\$81</td> <td>\$73</td> <td>\$63</td> <td>\$61</td> <td>\$78</td> </tr> <tr> <td>Under/(Over) Limit</td> <td>\$13</td> <td>\$14</td> <td>\$8</td> <td>\$10</td> <td>\$17</td> <td>\$22</td> <td>\$31</td> <td>\$44</td> <td>\$49</td> <td>\$36</td> </tr> </tbody> </table>		2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	Debt Limit (at 150% of rate revenue)	\$82	\$87	\$90	\$95	\$99	\$103	\$104	\$107	\$110	\$114	External Debt Forecasted	\$69	\$73	\$82	\$85	\$82	\$81	\$73	\$63	\$61	\$78	Under/(Over) Limit	\$13	\$14	\$8	\$10	\$17	\$22	\$31	\$44	\$49	\$36
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022																																					
Debt Limit (at 150% of rate revenue)	\$82	\$87	\$90	\$95	\$99	\$103	\$104	\$107	\$110	\$114																																					
External Debt Forecasted	\$69	\$73	\$82	\$85	\$82	\$81	\$73	\$63	\$61	\$78																																					
Under/(Over) Limit	\$13	\$14	\$8	\$10	\$17	\$22	\$31	\$44	\$49	\$36																																					
<p><b>Limiting the interest on external debt to no more than 15% of total rates revenue</b></p>	<p>Just like a mortgage, the amount we borrow is but one part of the equation. How much money is required to pay the interest on that borrowing is the other. The more of money required to pay the interest on the loan the less we have to spend on other things.</p> <p>In implementing this threshold we are trying to ensure that servicing costs on borrowing do not get out of hand.</p>	<ul style="list-style-type: none"> <li>If necessary we may need to prioritise future expenditure to ensure we do not over extend ourselves financially.</li> </ul>	<p>The following graph demonstrates that we forecast the interest on external debt is well within this limit.</p>  <table border="1" data-bbox="1245 1233 2123 1374"> <thead> <tr> <th>\$ in millions</th> <th>2012/2013</th> <th>2013/2014</th> <th>2014/2015</th> <th>2015/2016</th> <th>2016/2017</th> <th>2017/2018</th> <th>2018/2019</th> <th>2019/2020</th> <th>2020/2021</th> <th>2021/2022</th> </tr> </thead> <tbody> <tr> <td>External Interest Limit (at 15% of rate revenue)</td> <td>\$8</td> <td>\$9</td> <td>\$9</td> <td>\$9</td> <td>\$10</td> <td>\$10</td> <td>\$10</td> <td>\$11</td> <td>\$11</td> <td>\$11</td> </tr> <tr> <td>Forecasted Interest on External Debt</td> <td>\$4</td> <td>\$4</td> <td>\$5</td> <td>\$5</td> <td>\$6</td> <td>\$6</td> <td>\$6</td> <td>\$5</td> <td>\$5</td> <td>\$5</td> </tr> </tbody> </table>	\$ in millions	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	External Interest Limit (at 15% of rate revenue)	\$8	\$9	\$9	\$9	\$10	\$10	\$10	\$11	\$11	\$11	Forecasted Interest on External Debt	\$4	\$4	\$5	\$5	\$6	\$6	\$6	\$5	\$5	\$5											
\$ in millions	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022																																					
External Interest Limit (at 15% of rate revenue)	\$8	\$9	\$9	\$9	\$10	\$10	\$10	\$11	\$11	\$11																																					
Forecasted Interest on External Debt	\$4	\$4	\$5	\$5	\$6	\$6	\$6	\$5	\$5	\$5																																					

Our Strategy	In a bit more detail...	What this means...	How this proposal stacks up...
<p><b>Where financial investments are held, they will be low risk</b></p>	<p>In keeping with our objectives to adopt a conservative approach to managing our finances, any surplus funds are used for debt repayment rather than financial investment.</p>	<ul style="list-style-type: none"> <li>▪ Where undertaken, investments will be at low risk to the ratepayer.</li> <li>▪ As a result however, we have a greater reliance on rates as a key revenue source as a result.</li> </ul>	<p><b>Our Objectives for Returns on Investment</b></p> <p>We do not intend to undertake financial investments for the purpose of generating significant returns, now or in the future. As such, we do not seek to hold financial investments other than those that are short term surpluses.</p> <p>In relation to equity (shares in stocks) for investment purposes, we will only hold it for strategic purposes such as holding equity in shared services to help us provide services more efficiently.</p> <p>We are primarily concerned with the protection of our investment. We recognise that as a responsible public authority, any investments that we do hold will be low risk. We also recognise that lower risk generally means lower returns.</p> <p>While we acknowledge that the amount of return on financial investment is the responsibility of the lender and therefore outside of our control, we are required by law to identify targets for the returns received on our investments and equity securities. In keeping with our objective to invest in a secure, low risk vehicle which will result in lower return in investment but does not compromise on the principle, our quantified financial investment target is to achieve a return equivalent to the five year government stock rate. Targeting returns for equity securities is not applicable.</p>
<p><b>Continuing to identify potential risks to prudent financial management</b></p>	<p>We'll do this through maintaining a risk assessment model as part of our day to day business management.</p>	<ul style="list-style-type: none"> <li>▪ The public have an assurance that risks will be monitored and therefore the Council has a greater ability to mitigate those risks.</li> </ul>	<p>We've made some assumptions about our risks, and these are outlined in <b>Appendix One</b>.</p> <p>The Council's Audit Committee has an overseeing role of organisational risk management including financial risk management.</p>

Our Strategy	In a bit more detail...	What this means...	How this proposal stacks up...
<p><b>Maintaining a disaster reserve</b></p>	<p>Our communities know how frequently severe weather events occur on the Peninsula, and disrupt services. The use of this reserve enables us to fund unforeseen works resulting from severe natural events such as clearing road blockages, without creating one-off financial shocks to the ratepayer when these events occur.</p>	<ul style="list-style-type: none"> <li>▪ The fund enables a steady collection of funds to avoid spikes in unexpected funding required from ratepayers.</li> <li>▪ The amount is not considered excessive and is intended to mitigate spikes in the rates requirement.</li> <li>▪ This does come at an additional cost to ratepayers</li> </ul>	<p>An annual budget of \$700,000 in years one to five and \$800,000 for years six to 10 is proposed in this Plan funded through rates.</p> <p>(this is an average of \$3.78 + GST per ratepayer per annum in 2012/2013 for every \$100,000 budgeted).</p>

## Our Policies on Securities Against Borrowing

Just like a mortgage for a property, we give securities against our borrowing from external lenders. If we defaulted on our loan payments, the lender would have access to those securities. In business, there are different types of securities that can be used. In the case of a mortgage, it's often the house itself.

We intend to continue to secure our borrowing and interest rate risk management instruments against rates and rates revenue if this lowers the cost of borrowing. In unusual circumstances, security may be offered by providing 'a charge' over one or more of our assets.

Physical assets will be charged only where:

- There is a direct relationship between the debt and the purchase or construction of the asset which it funds.
- We consider a charge over physical assets to be appropriate.

Securities are not provided for our own internal borrowing.

## Direction 4 An Equitable & Affordable Approach to Funding

We have different groups of users, beneficiaries and causers of our services:

- People who directly use services (such as libraries, boat ramps)
- Geographical communities
- The district community
- Land use communities
- Current and future users

Our challenge is to make equitable choices on which groups pay for which services, and how much. We need to balance these decisions however by ensuring that the subsequent funding arrangements are affordable. We therefore may look at redistributing the costs differently so that our services are affordable as a whole.

**We propose to do this by:**

Strategy	In a bit more detail...	What this means...	How this stacks up...
<b>Reconsidering who are the beneficiaries and exacerbators of our activities. This has resulted in some important changes including:</b>			
<b>1. We consider that there are five activities which are essential to our District. We also consider that there are district-wide benefits from the provision of these services and as such the District should contribute in some way to the funding of these services.</b>	<p>We consider that activities essential to our district are:</p> <ul style="list-style-type: none"> <li>▪ Water</li> <li>▪ Wastewater</li> <li>▪ Stormwater</li> <li>▪ District transportation</li> <li>▪ Solid waste</li> </ul> <p>Those who receive, or have an ability to connect to these services should fund these services.</p>	<p>The water, wastewater, solid waste and district transportation activities are now all funded on a district-wide basis, rather than by local communities. The stormwater activity is not at this stage (read further below).</p>	<p>From 2012, the funding structure for the water activity has changed. The funding requirement for the water activity is now spread across all communities, not just the one in which the scheme is located. This will result in a one-off change to the water rates bill in year one that will then continue.</p> <p>Refer to the <b>Revenue &amp; Financing Policy</b> and individual activities in <b>Our Services</b> for more detail.</p> <p>NB: An equal charge to <i>every</i> rateable unit in the district (called a uniform annual general charge) was proposed to be introduced to fund a low portion of the water and wastewater activities, however, in response to feedback from our communities we decided not to proceed with this proposal.</p>
<b>2. where local</b>	We consider discretionary activities	▪ Rates will continue to be	This plan provides for a number of discretionary projects in each community

Strategy	In a bit more detail...	What this means...	How this stacks up...
communities have different preferences and priorities for discretionary activities they pay for any additional services received	to include all those that are not considered as essential (see above) or required by law. We seek guidance from local community boards, and your submissions, on what those priorities are.	<p>different in different communities</p> <ul style="list-style-type: none"> <li>Communities will have some flexibility to choose to pay for more services and projects (within the rates limits) but this would come at a cost.</li> </ul>	<p>board area. Refer to <b>Appendix 3</b> for the rating implications for each board area.</p> <p>The costs of these projects still fall within the overall rates limits set by the Council.</p>
3. an increased use of user fees where the direct user is the primary beneficiary or exacerbator.	<p>This should result in a decrease to the amount of funding required from other sources including rates. However it does not always mean that the fees and charges collected will meet the full cost of the activity.</p>	<ul style="list-style-type: none"> <li>Some fees will be introduced or increased.</li> <li>Direct users will notice an increase in some items</li> <li>There will be a corresponding reduction in the rates bill for these items.</li> </ul>	<p>Refer to the <b>Schedule of Fees and Charges for Year One</b> section, for a detailed overview of user fees and charges for 2012/2013. Changes are proposed which:</p> <ul style="list-style-type: none"> <li>Introduce charges for trade waste (wastewater activity)</li> <li>Introducing fees and charges payable to the Council for the Pauanui Airfield</li> <li>Increasing the cost of rubbish bags.</li> </ul>
Retaining a mixed rating structure	<p>We use a lot of different rating types - we have around 20 different types of rates.</p> <p>This provides us the ability to recognise the diversity of our</p>	<ul style="list-style-type: none"> <li>This system provides a greater ability to target rates towards those who benefit or generate demand - so it should be</li> </ul>	<p>The Revenue and Financing Policy (see Volume Three) has been informed by this Financial Sustainability Strategy and is consistent with this approach. Refer to the Policy for more detail.</p>

Strategy	In a bit more detail...	What this means...	How this stacks up...
	<p>communities (including target rates towards those who generate the demand to an extent).</p>	<p>fairer</p> <ul style="list-style-type: none"> <li>▪ Our rates system is complex to understand.</li> <li>▪ It's often not easy to see in any detail who pays for what.</li> <li>▪ This system results in greater administrative costs.</li> </ul>	
<p><b>While recognising the above, ensuring that activities are affordable to a range of funders.</b></p>	<p>While in the first instance we look at the most appropriate and equitable way of funding each individual activity, we will then, on balance, make a judgement on what is affordable and appropriate for each funder.</p>	<ul style="list-style-type: none"> <li>▪ The balance of 'who pays' may be adjusted to ensure that activities remain affordable</li> </ul>	<p>The Council applied an 'affordability' lens to the whole of this Plan, including:</p> <ul style="list-style-type: none"> <li>▪ Ratepayers subsidising some of the rates for commercial and farming activities such as roads, wastewater and the 0.6 rural differential</li> <li>▪ User fees being lower than the actual cost of delivery for all activities.</li> </ul>
<p><b>While recognising the above, implementing an incremental approach to smooth transitions.</b></p>	<p>We are conscious of large increases in rates occurring in one period. On a case by case basis we will consider whether a stage approach to implementation is warranted.</p>	<ul style="list-style-type: none"> <li>▪ Ratepayers may not see the effect of policy implementation for some time</li> <li>▪ There would be less pressure to adjust quickly.</li> </ul>	<p>We noted above that the Council views the stormwater activity as essential to the District. We have considered a district-wide funding basis for this activity, however at this stage the Council is only signalling that the change will be considered in the 2015-2025 Plan rather than being implemented now. The Council has as an incremental measure, only made changes to the water and wastewater activities for the time being. We have chosen not to immediately implement full District funding of stormwater in order to moderate what would</p>

Strategy	In a bit more detail...	What this means...	How this stacks up...
<b>Apply a principle of intergenerational equity</b>	<p>Forecasted property growth is a driver of at least part of a number of projects. A proportion of the cost of completing those projects then is only fairly met by future property subdividers/developers. It is a priority for us to recover those costs via a process of obtaining contributions from developers when developing (i.e. in future). That means both current and future ratepayers pay a fairer share of the costs.</p> <p>In the meantime, loans are obtained to fund works in advance and that loan has to be serviced.</p>	<ul style="list-style-type: none"> <li>▪ We have a development contributions policy which sets the future subdivision costs payable to the Council in each settlement.</li> <li>▪ Because projects and number of properties differ in each area, so do the costs.</li> <li>▪ Once projects are completed, we're committed to funding them, regardless of over what timeframe the contributions are subsequently received.</li> </ul>	<p>otherwise be substantial movements for some members of our community.</p> <p>With the decline in growth rates in recent years, we have reduced our forecast growth levels and therefore income received from development contributions. The timing of a number of projects has changed accordingly.</p> <p>Capital expenditure to cater for growth is 5.6% of total expenditure over the next ten years so there is still risk associated with those growth levels and projects.</p>

## Funding of Depreciation and the Balanced Budget Requirement

We are required to ensure that we raise sufficient revenue to cover our forecast operating expenses unless we consider it prudent not to do so.

In this Ten Year Plan (and the last) we have determined that we will not fully fund from rates the depreciation on the subsidised portion of roading works, as we expect to continue receiving central government subsidy (from the New Zealand Transport Agency) at the time that these assets need to be replaced. As a result the net cost to the ratepayer will be less than the full replacement cost. The financial impacts of this proposal are fully reflected in this Ten Year Plan.

In addition we resolved that we would not fund through rates the depreciation on the additional capacity component of the Eastern Seaboard Wastewater Plants that have been constructed in Tairua-Pauanui, Whitianga, and Whangamata for the next three years so as to allow time for a portion of the growth for which this capacity is being provided to eventuate.

This decision is based upon the premise that it would not be equitable for the existing ratepayer to fund the depreciation on the portion of these wastewater plants that was constructed for the benefit of future ratepayers.

These wastewater plants have a life expectancy of around 50 years. It is considered that the non-funding of the depreciation on the growth component of these plants for the next three years will not create an undue burden when the time comes to replace them.

The Council sought specific feedback on this proposal in the draft 2009-2019 Ten Year Plan consultation process. The feedback received at that time was overwhelmingly in support of the proposal.



## Direction 5 'Just in Time' Approach to Infrastructure Provision

We wish to reduce the risk of actual funding shortfalls should projected property growth not occur.

We propose to do this by:

Strategy	In a bit more detail...	What this means...	How this proposal stacks up...
<p><b>Applying a 'just in time' approach to the provision of essential infrastructure.</b></p>	<p>This means planning for infrastructure well ahead of time, but constructing essential infrastructure, or components of it, as close to the time at which that infrastructure will be required to service the projected capacity as practicable. It relies on undertaking proactive asset management to reduce the longer term replacement costs or extend replacement timing.</p> <p>(NB: The timing of social and recreational projects is assessed under different criteria)</p>	<ul style="list-style-type: none"> <li>▪ There would be less risk of carrying high levels of debt if development does not occur and therefore associated costs such as loan interest would be reduced.</li> <li>▪ The financial risks (through building for forecasted development not occurring) should be reduced.</li> <li>▪ We wouldn't always be able to provide the infrastructure in the most cost-effective way (e.g. through joint tendering and contracts for multiple new assets).</li> </ul>	<p>We have reviewed the growth related components of existing projects (and will continue to do so every three years) and have programmed them on a just in time basis.</p> <p>One significant example of this is the Whitianga Wastewater Treatment Plant Extension which has been shifted out to 2021/2022 year.</p> <p>In three years' time the timing of this project will again be reconsidered based on updated growth projections and if necessary, the project timing adjusted accordingly.</p>

## Financial Implications of Service Provision

The Council is required to provide a statement on our ability to provide and maintain existing levels of service and to meet additional demands for services within the rates and borrowing limits.

The expenditure incurred to maintain existing services, increase services levels and provide for additional capacity (as outlined in the **Direction 1: Managing Costs** subsection) falls within the limits set, as illustrated in the **Direction 2: Managing Income from Rates** and **Direction 3: A Conservative Approach** subsections.

## Our Services

This section sets out:

- what activities and services we intend to provide, and why
- how we will measure our performance in delivering the services
- how much each activity will cost to deliver
- how it will be funded
- any significant negative effects of delivering the activity

## Introduction

For us to achieve what we have set out to, it is important that the activities and services we deliver align to our direction. Some activities are required by legislation. All activities though, should contribute to achieving good outcomes.

We group our many services into activities and groups of activities. This section sets out what each group of activities includes, and for each activity:

- what services we intend to provide, and why
- how we will measure our performance in delivering the services
- how much each activity will cost to deliver
- how it will be funded
- any significant negative effects of delivering the activity.

**Volume two** contains detailed financial statements for each group of activities.

## Activity Content

The activities are set out on the following pages in the following order:

### **Community Leadership** activity group:

- District Leadership
- Local Advocacy

### **Planning for the Future** activity group:

- Strategic Planning
- Land Use Planning
- Hazard Management

### **Healthy and Safe Communities** activity group:

- Emergency Management
- Building Control
- Community Health and Safety

### **Roads and Footpaths** activity group:

- District Transportation
- Local Transportation

### **Community Spaces** activity group

- Airfields
- Cemeteries
- Community Centres and Halls
- Public Conveniences

- Harbour Facilities
- Libraries
- Parks and Reserves
- Swimming Pools

### **Community Development** activity group:

- Economic Development
- Social Development

### **Stormwater** activity group

- Stormwater
- Land Drainage

### **Wastewater** activity group

### **Land Use** activity group

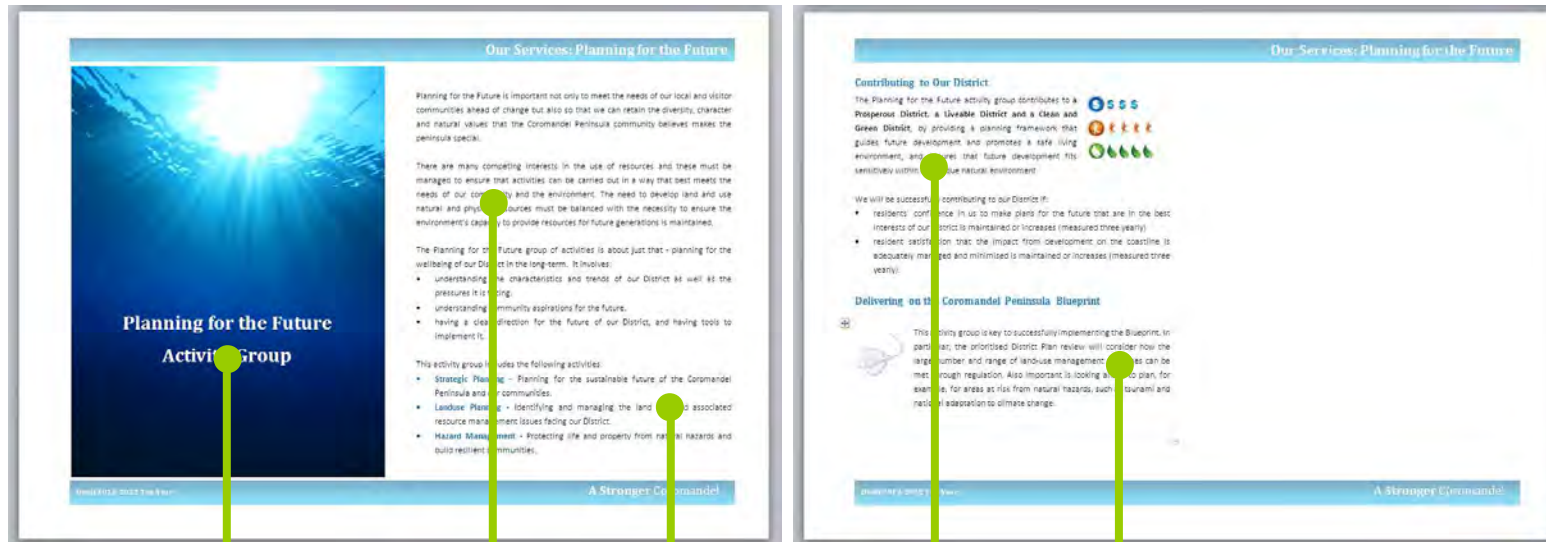
- Land Use Management
- Land Information Memoranda
- Natural and Cultural Heritage

### **Water Supply** activity group

### **Solid Waste** activity group

## How to Read This Section

At the start of each *group of activities* section, you can find:



The name of the activity group

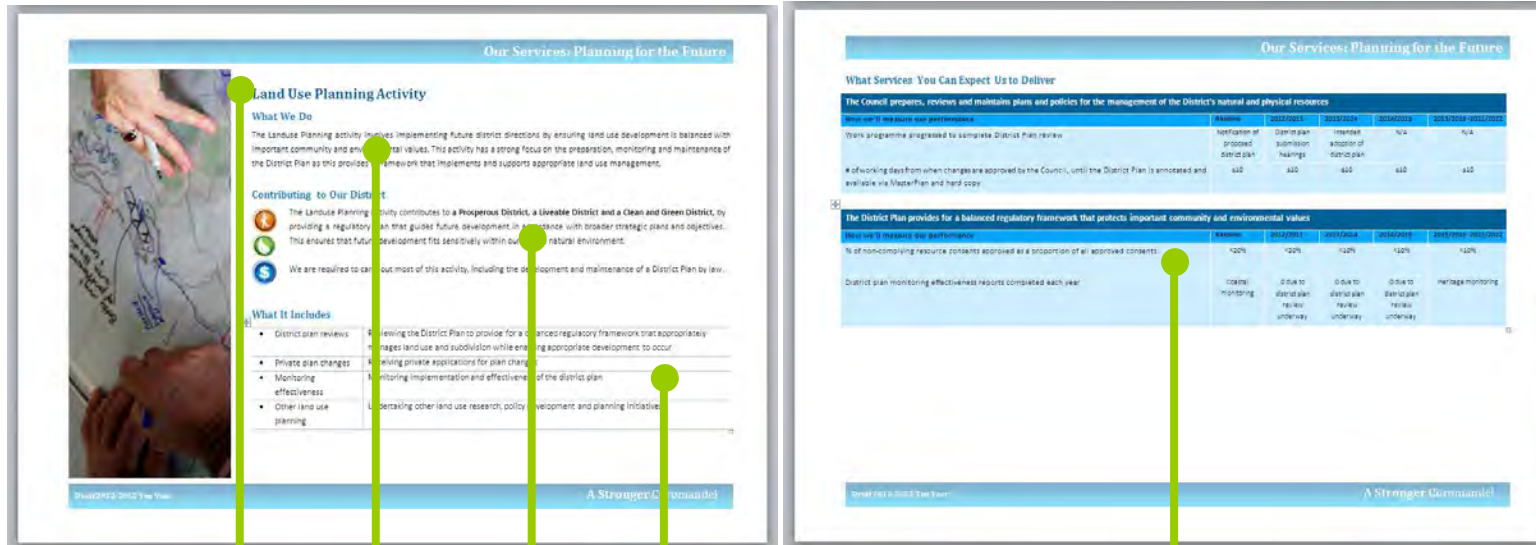
A brief description of what the activity group is and why we provide it.

The individual activities that make up this group

**Contributing to our District**  
Why we are involved in this activity group and how to measure whether we've made a contribution to our council outcomes

**Delivering on the Blueprint**  
How the activity group contributes to what we've planned in the Blueprint

In each individual **activity** section, you can find:



The name of the activity

**What we do**  
A brief description of what it is

**How it contributes to council outcomes**  
The reasons why we provide the activity

**What it includes**  
The components of the activity

**What services you can expect us to deliver**  
The services that we intend to deliver and to what extent, how we will measure our performance

### Things to note about performance measures...

- In preparing this Ten Year Plan we have focussed on improving the way that we monitor and manage our performance. We have noted throughout this section where a performance measure has been refined (and improved) since the 2009-2019 Ten Year Plan, or where the measure is new.
- Unless otherwise specified, satisfaction measures are sourced from a customer satisfaction survey (currently conducted by the National Research Bureau).

**Major projects**

Specific work streams and projects that are part of delivering services.

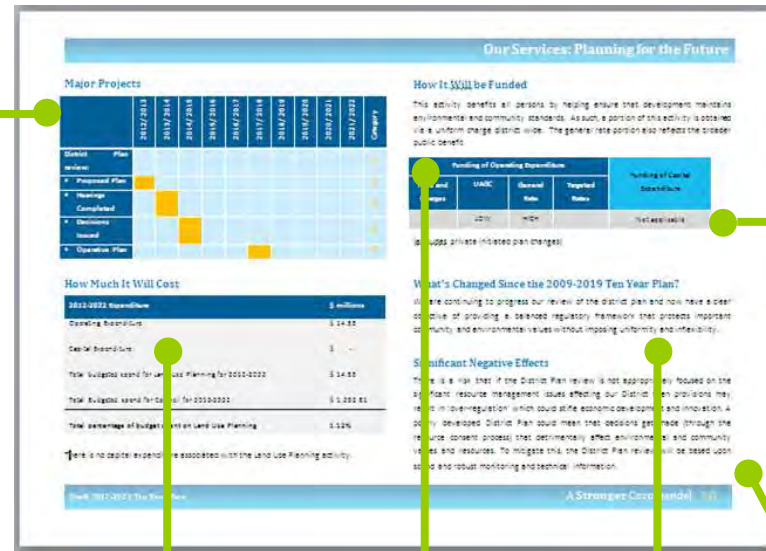
We've used symbols to distinguish between:



projects that we as a Council believe are priorities or that we need.



projects that are dependent on growth



This table shows where the funding comes from. It expresses funding portions for operating expenditure in ranges from low to high. These ranges equate to the following percentages:

- Low:** 0-33%,
- Medium:** 34-66%,
- High:** 67-100%

**How much will it cost?**  
The forecasted expenditure for this activity

**How it will be funded**  
Where this activity will be funded from and why.

**What's changed since the 2009-2019 Ten Year Plan**  
A description of major proposed changes from the current Ten Year Plan.

**Significant negative effects**  
The possible negative effects of providing this activity



# Community Leadership Activity Group

Through this group of activities, the elected Council and community boards help the Peninsula's communities contribute to Council plans and processes and then make decisions on our communities' behalf. These decisions help ensure that we are contributing towards improving the social, cultural, economic and environmental wellbeing of our District's communities.

We see ourselves as having a proactive role in providing leadership to our community through the development of our District and community. A current priority for us is to implement our Community Empowerment model, which will provide for greater local community governance and empowerment.

This activity group includes the following activities:

- **District Leadership** - Governing the overall direction we take on behalf of our District and our communities.
- **Local Advocacy** - Ensuring that we understand local views.

### Contributing to Our District

The Community Leadership activity group primarily contributes to achieving a **Liveable District**, by advocating for our communities needs at a regional, sub regional, district and local level. Whilst we rely on other activities to advocate for economic growth and a clean and green district, this activity group encourages initiatives that promote and encourage community responsibility.



We will be successfully contributing to our District if:

- residents' confidence that we make decisions that are in the best interests of our District is maintained or increases \*(measured three-yearly)
- residents' satisfaction with the level of community/social support within their community from family and friends, volunteers, and networks and agencies is maintained or increases \*(measured three-yearly)

\* since last reported on in the Council's Annual Report

### Delivering on the Coromandel Peninsula Blueprint



This activity involves advocating for the Blueprint outcomes to be achieved and actions to be delivered at the regional, district and local levels.



### District Leadership Activity

#### What We Do

The purpose of having a Council is to promote the wellbeing of our communities on the Coromandel Peninsula - both now and in the future. This includes advocating for our communities' needs and wants to other key service providers and decision-makers. The Mayor and Councillors focus primarily on district wide decisions and issues. They are supported by local community boards which represent their communities and make decisions on local issues and activities (refer Local Advocacy activity). A priority of this Council is to ensure greater engagement of local communities in decision making. In April 2012 we adopted a Community Empowerment framework and over the course of the next year we will be making some changes to align the organisation better to that framework.

Our leadership role is changing. In the next few years, Treaty settlements will be decided and post-Treaty arrangements within Hauraki Iwi have the potential to bring new challenges and opportunities to local government to build and foster more enduring relationships and partnerships with a better resourced and focussed Hauraki tribal collective. We have also chosen to take a greater advocacy and leadership role not only within our community, but at a regional and national level.

#### Contributing to Our District



The District Leadership activity contributes to achieving a **Liveable District**, by advocating for our communities needs at a regional, sub regional, and district level. It relies on other activities to advocate for economic growth and a clean and green district.

Parts of this activity, such as having a Council, holding elections and how it makes decisions, are required to be delivered by law.

## What It Includes

District governance	Including council and committee policy and decision-making
District advocacy	Advocating for our district's needs and issues at the sub-regional, regional and national level as appropriate
Partnerships and strategic relationships	Developing strategic relationships and partnerships to achieve good outcomes for our District e.g. regional triennial forum
Treaty settlement and Iwi liaison	Participation in Treaty settlement negotiations and establishment of an effective co-governance regime
Elections	Facilitating the electoral process for the triennial local authority elections, polls and referenda, and representation reviews
Council organisations	Where we arrange for other council- or council-controlled organisations to deliver services, we maintain a monitoring role of their performance
Maintenance of property records	Ensuring that all property records are maintained electronically
Civic duties	Elected member involvement in community ceremonies, such as citizenship ceremonies
Mayoral fund	A fund that the Mayor can draw from at their discretion for worthy individuals and groups

## What Services You Can Expect Us to Deliver

Community views are heard and considered in Council decision-making					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Of those who have a view, % of residents and non-resident ratepayers who are satisfied with the way the Council involves the public in its decision-making <sup>1</sup> (refined measure)	≥47%	≥47%	Not measured	Not measured	≥51%
Of those who have a view, % of residents and non-resident ratepayers that feel that the Mayor and Councillors do not give a fair hearing to their views (the target is less than the peer group <sup>2</sup> average) (refined measure)	18% (peer group average is 20%)	< peer group average	Not measured	Not measured	< peer group average

<sup>1</sup> Historically, satisfaction levels with this measure fluctuate depending on where the Council is in an electoral cycle. These targets anticipate this continued fluctuation.

<sup>2</sup> Peer group includes similar councils who ask this question via the NRB Communitrak Survey in their areas.

## Our Services: Community Leadership

### The Council undertakes good, robust decision-making

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of successful legal challenges to Council decision-making (new measure)	0	0	0	0	0

### The Council will work towards establishing an effective co-governance regime with Hauraki Iwi

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Work programme progressed to address Treaty of Waitangi claim settlements (new measure)	New	Treaty legislation finalised and co-governance regime established	Relationship agreement is under negotiation	Relationship agreement with new Hauraki Collective entity confirmed	Performance measurement will be readdressed in the 2015-2025 Ten Year Plan once outcomes are known.

### The Council will advocate for the District's needs to other organisations

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Demonstrated involvement in advocacy initiatives at a sub-regional, regional and national level (new measure)	New	Demonstrated involvement	Maintain or increase involvement	Maintain or increase involvement	Maintain or increased involvement

## Our Services: Community Leadership

The Council administers triennial (or as required) elections to engage the community in the democratic process.

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Complaints upheld against the election process (new measure)	0	Not measured outside of election year	0	Not measured outside of election year	0 in an election year Not measured outside of election cycle.

The Council leads by example in promoting a strong sense of community

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of residents and non-resident ratepayers who are dissatisfied or very dissatisfied with the decisions of Council <sup>3</sup> . (refined measure)	18%	18%	Not measured	Not measured	22%

### Major Projects

	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Category
Completion of electronic filing of all Council property records (the back scanning project)	✓										✓
3 yearly elections		✓			✓			✓			✓
6 yearly representation review			✓						✓		✓
Treaty settlement and potential co-governance arrangements	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

<sup>3</sup> Targets reflect satisfaction levels of electoral cycle (historical NRB survey results)

## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 24.59
Capital Expenditure	\$ 0.89
Total budgeted spend for District Leadership for 2012-2022	\$ 25.48
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on District Leadership</b>	<b>2.07%</b>

100% of capital expenditure associated with the District Leadership activity is to increase levels of service. Refer to Volume Two, page 69 for more detailed financial information regarding this activity.

## How It Will be Funded

The Mayor and Councillors are elected representatives whose role is to provide leadership and make decisions affecting the whole District on behalf of all residents and ratepayers. We consider that the most appropriate way of funding activities that benefit the whole District is by charging all ratepayers equally. Funding for the District Leadership activity is therefore obtained via a uniform charge district wide.

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
	HIGH			Development Contributions, Borrowing, Asset Sales, UAGC, Depreciation

## What's Changed Since the 2009-2019 Ten Year Plan?

- With Hauraki Treaty Settlements becoming closer to resolution, we have focussed staff resourcing into this area and foresee changing governance arrangements in future.
- In moving away from being the sole provider of services, we propose to increase our focus on advocating for the wellbeing of our District, as well as encouraging community mobilisation and partnership approaches to delivery.
- In April 2012 we adopted a Community Empowerment framework and over the course of the next year we will be making some changes to align the organisation better to that framework. The strategy brings decision-making on local services, facilities and assets closer to local communities, and empowers growth strategies to be developed and quickly implemented in our Peninsula's growth hubs. As part of the Community Empowerment framework, we will investigate the need for a possible extension of the current area office and library facility in Whangamata.

## Significant Negative Effects

A potential negative effect of any representative system or process is that some portion of the relevant population is not represented adequately. The extent to which this is significant depends on the proportion of people affected. This is mitigated through community engagement strategies.



## Local Advocacy Activity

### What We Do

The Local Advocacy activity is about ensuring local views and aspirations are known, considered and advocated for. The community boards are a key linkage between the community and the Council and have a role in representing local community aspirations and concerns to assist Council decision-making.

### Contributing to Our District



The Local Advocacy activity contributes to achieving a **Liveable District**, by advocating for communities needs at a local level. Whilst it relies on other activities to advocate for economic growth and a clean and green district, this activity encourages initiatives that promote and reflect community responsibility.

### What It Includes

Local governance	Five community boards provide local leadership and make decisions on local activities
Local advocacy	Advocating for local needs and issues at the local and district level as appropriate, including chairperson attendance at Council meetings



## What Services You Can Expect Us to Deliver

Community boards offer local representation including making decisions that consider local issues					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of residents and non-resident ratepayers who know how to contact a community board member	54%	55%	Not measured	Not measured	58%
Of those who have a view, % of residents and non-resident ratepayers who rate the overall performance of their community board as fairly/very good (new measure)	≥58%	≥59%	Not measured	Not measured	≥61%

Community boards will advocate for their community's needs to other organisations					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Demonstrated involvement in advocacy initiatives at a local and district level (new measure)	New	Maintain or increased involvement	Maintain or increased involvement	Maintain or increased involvement	Maintain or increased involvement

## Major Projects

There are no major projects for this activity.

## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 13.34
Capital Expenditure	\$ -
Total budgeted spend for Local Advocacy for 2012-2022	\$ 13.34
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Local Advocacy</b>	<b>1.08%</b>

There is no capital expenditure associated with the Local Advocacy activity.

Refer to Volume Two, page 69 for more detailed financial information regarding this activity.

## How It Will be Funded

We consider that the fairest way of funding activities that benefit the whole District is by charging all ratepayers equally. Funding for the Local Advocacy activity is therefore obtained via a uniform charge district wide, as free access to all is a key element of democratic systems.

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
	HIGH			Not applicable

## What's Changed Since the 2009-2019 Ten Year Plan?

While not changing the level of service delivered, we and community boards have emphasised the importance of community leadership and development at the local level.

In April 2012 we adopted a Community Empowerment framework and over the course of the next year we will be making some changes to align the organisation better to that framework. The strategy brings decision-making on local services, facilities and assets closer to local communities, and empowers growth strategies to be developed and quickly implemented in our Peninsula's growth hubs.

## Significant Negative Effects

As per the District Leadership activity, a potential negative effect of any representative system or process is that some portion of the relevant population is not represented adequately. The extent to which this is significant depends on the proportion of people affected. This is mitigated through community engagement strategies.



# Planning for the Future Activity Group

Planning for the Future is important not only to meet the needs of our local and visitor communities ahead of change but also so that we can retain the diversity, character and natural values that the Coromandel Peninsula community believes makes the peninsula special.

There are many competing interests in the use of resources and these must be managed to ensure that activities can be carried out in a way that best meets the needs of our community and the environment. The need to develop land and use natural and physical resources must be balanced with the necessity to ensure the environment's capacity to provide resources for future generations is maintained.

The Planning for the Future group of activities is about just that - planning for the wellbeing of our District in the long-term. It involves:

- understanding the characteristics and trends of our District as well as the pressures it is facing.
- understanding community aspirations for the future.
- having a clear direction for the future of our District, and having tools to implement it.

This activity group includes the following activities:

- **Strategic Planning** - Planning for the sustainable future of the Coromandel Peninsula and our communities.
- **Landuse Planning** - Identifying and managing the land use and associated resource management issues facing our District.
- **Hazard Management** - Protecting life and property from natural hazards and build resilient communities.

## Contributing to Our District

The Planning for the Future activity group contributes to a **Prosperous District, a Liveable District and a Clean and Green District**, by providing a planning framework that guides future development and promotes a safe living environment, and ensures that future development fits sensitively within our unique natural environment.



We will be successfully contributing to our District if:

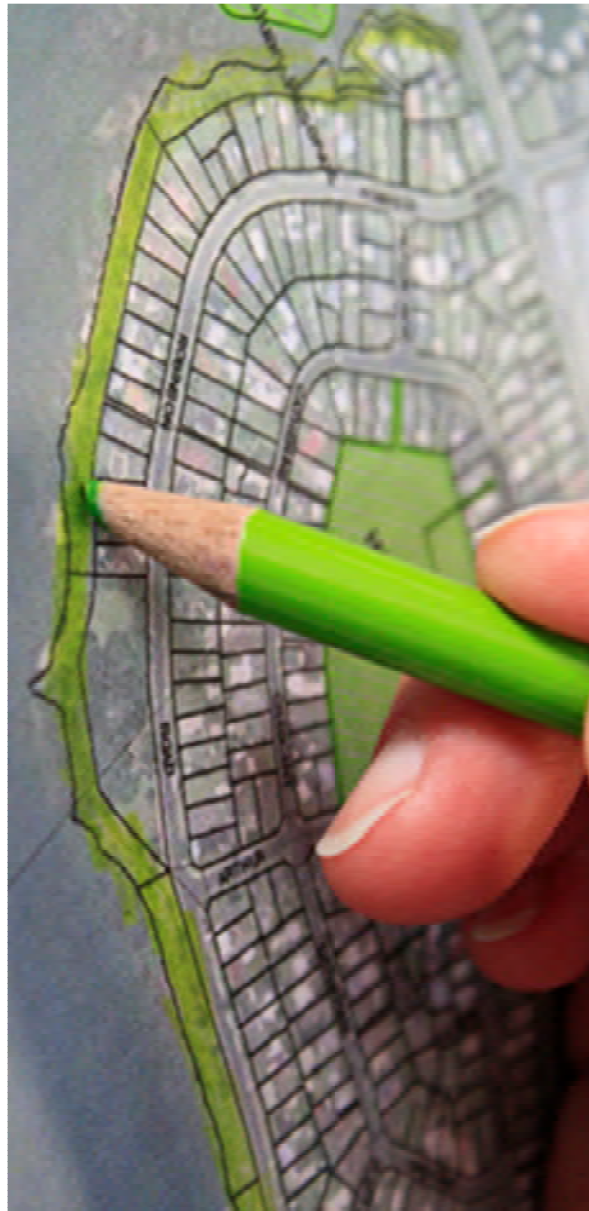
- residents' confidence in us to make plans for the future that are in the best interests of our District is maintained or increases \*(measured three yearly)
- resident satisfaction that the impact from development on the coastline is adequately managed and minimised is maintained or increases \*(measured three yearly).

\* since last reported on in the Council's Annual Report

## Delivering on the Coromandel Peninsula Blueprint



This activity group is key to successfully implementing the Blueprint. In particular, the prioritised District Plan review will consider how the large number and range of land-use management outcomes can be met through regulation. Also important is looking ahead to plan, for example, for areas at risk from natural hazards, such as tsunami and national adaptation to climate change.



## Strategic Planning Activity

### What We Do

This activity is about the communities of the Coromandel Peninsula and us planning for a sustainable future. Through strategic planning we can make more informed decisions balancing its responsibilities to the community and legislative requirements.

### Contributing to Our District



The Strategic Planning activity contributes to a **Prosperous District, a Liveable District and a Clean and Green District**, by providing a planning framework that guides future development and promotes a safe living environment, and ensures that future development fits sensitively within our unique natural environment.



A number of this activity's workstreams are undertaken to help us meet our legal requirements regarding decision-making and planning.

### What It Includes

• Community makeup	Understanding the makeup of our communities and future trends
• Identifying pressures	Identifying and understanding the pressures facing our district
• Community aspirations	Helping communities identify aspirations for the future
• Spatial planning	Planning for growth and sustainable development
• Monitoring progress	Checking in on whether the district is achieving its goals

## What Services You Can Expect Us to Deliver

The Council helps the District identify its vision					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
District community aspirations have been identified (refined measure)	Choosing Futures Thames-Coromandel reviewed in 2009	No further action	No further action	Choosing Futures Thames-Coromandel reviewed in years 3 & 9	Choosing Futures Thames-Coromandel reviewed in years 3 & 9

Customers can expect the Council to monitor progress towards achieving the District's goals					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Information in community makeup and growth made available (new measure)	Information on demographics and peak population is available on the Council's website	Information on demographics and peak population is available on the Council's website	District demographic update completed	Peak population study completed	Peak population study completed in years 6 & 9. Demographic update completed in year 8
Assessments made of the wellbeing of the District (new measure)	Information on community wellbeing is available on the Council's website	Complete a 'state of the district' report (blueprint and choosing futures monitoring)	Contribute to the Hauraki Gulf State of the Environment Report	Information on District wellbeing is available on the Council's website	Contribute to the Hauraki Gulf State of the Environment report (years 5 & 8) Complete a 'state of the community report (years 4, 7 & 10)

## Our Services: Planning for the Future

### The Council will plan for and manage the growth and development of its communities

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 - 2021/2022
Coromandel Peninsula Blueprints (spatial plans) are up-to-date (new measure)	Coromandel Peninsula Blueprints are completed	No further action	No further action	No further action	Coromandel Peninsula Blueprint reviewed in year 6.
Contribution to the Hauraki Gulf Forum <sup>1</sup> (new measure)	Update the constituent party report quarterly	Update the constituent party report quarterly	Update the constituent party report quarterly	Update the constituent part report quarterly  Contribute to State of the Environment report	Update the constituent party report quarterly  Contribute to State of the Environment report every three years
Of those who have a view, the % of residents and non-resident ratepayers who have some level of confidence (or higher) in the Council to make plans for the future that are in the best interests of the District (refined measure)	77%	≥78%	Not measured	Not measured	≥79%

<sup>1</sup> The Council provides support for the conservation and sustainable management of the Hauraki Gulf through participation in the Hauraki Gulf Forum.

### Major Projects

	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Category
State of the community monitoring	Yellow	Light Blue	Light Blue	Yellow	Light Blue	Light Blue	Yellow	Light Blue	Light Blue	Yellow	✓
Demographic Update	Light Blue	Yellow	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Yellow	Light Blue	Light Blue	✓
Choosing Futures review	Light Blue	Light Blue	Yellow	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Yellow	Light Blue	✓
Peak Population Study	Light Blue	Light Blue	Yellow	Light Blue	Light Blue	Yellow	Light Blue	Light Blue	Yellow	Light Blue	✓
Coromandel Peninsula Blueprint Review	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Yellow	Light Blue	Light Blue	Light Blue	Light Blue	✓

### How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 14.07
Capital Expenditure	\$ 10.81
Total budgeted spend for Strategic Planning for 2012-2022	\$ 24.87
Total Budgeted spend for Council for 2012-2022	\$ 1230.18
<b>Total percentage of budget spent on Strategic Planning</b>	<b>2.02%</b>

100% of capital expenditure associated with the Strategic Planning activity is for renewals. Refer to Volume Two, page 77 for more detailed financial information regarding this activity.

While outside the scope of this activity, expenditure on computer software, hardware, office furniture and fittings and vehicles as well as the Disaster Reserve fall within this activity for reasons of convenience.



## How It Will be Funded

There are two distinct funding components to this activity - one that focuses on providing services district-wide and the other that focuses on services to local communities.

We consider that benefits of the district-wide component affect all ratepayers and that every ratepayer benefits to the same degree. The most appropriate way of funding activities that affect the whole District or everyone in it is by charging all ratepayers equally. Funding for strategic planning with a district focus is therefore obtained via a uniform charge district-wide.

Similarly, we consider that benefits of the local community-focused component affect all ratepayers within each community and that every ratepayer benefits to the same degree. Funding for strategic planning with a community focus is therefore obtained via a targeted rate fixed charge by community board area.

Component	Funding of Operating Expenditure				Funding of Capital Expenditure
	Fees and Charges	UAGC	General Rate	Targeted Rates	
District Activity		HIGH			Borrowing, Asset Sales, UAGC, Depreciation
Local Activity				HIGH	Borrowing, Asset Sales, UAGC, Depreciation

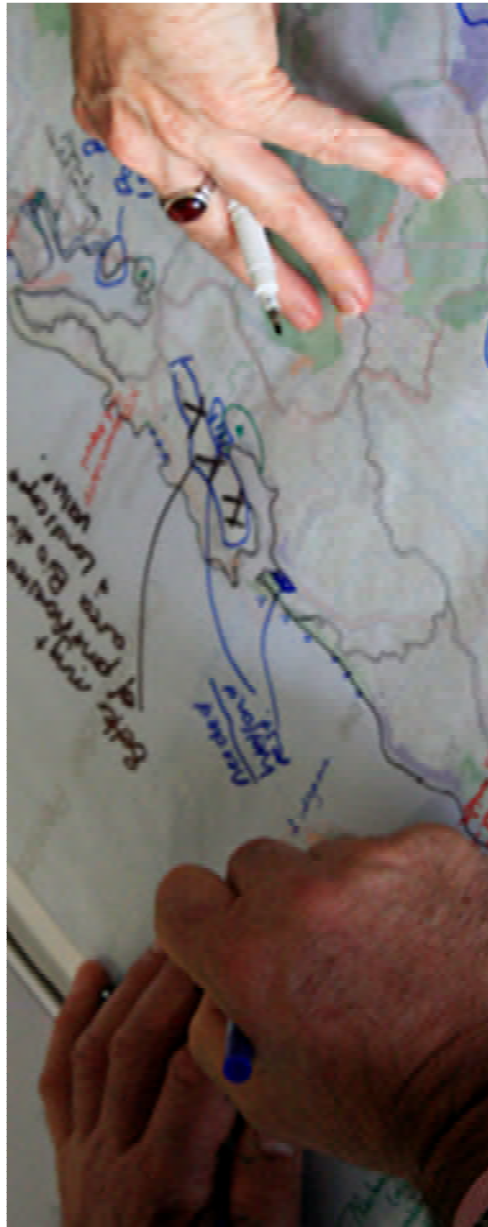
## What's Changed Since the 2009-2019 Ten Year Plan?

While not changing the services intended to be delivered, the completion of the Coromandel Peninsula Blueprint as a planning framework, means a changing emphasis to implementation. As we focus on implementation or 'doing' rather than continuing to strategically plan over the medium term, our resourcing of local community planning reviews is not proposed to be provided for in the 2012-2022 years, but will be revisited in the 2015-2025 planning process.

A budget however has been included for the development of a Thames Strategic Plan (\$90,000 in 2012/2013 and 2013/2014) as a result of community board prioritisation.

## Significant Negative Effects

This activity includes balancing the needs and wants of many community members to help achieve wellbeing for our District overall. This means that some decisions made for the wider public good might have a negative effect on individuals or groups. This is mitigated through ensuring that the rationale for decisions made is clearly communicated.



## Land Use Planning Activity

### What We Do

The Landuse Planning activity involves implementing future district directions by ensuring land use development is balanced with important community and environmental values. This activity has a strong focus on the preparation, monitoring and maintenance of the District Plan as this provides a framework that implements and supports appropriate land use management.

### Contributing to Our District



The Landuse Planning activity contributes to a **Prosperous District**, a **Liveable District** and a **Clean and Green District**, by providing a regulatory plan that guides future development in accordance with broader strategic plans and objectives. This ensures that future development fits sensitively within our unique natural environment.



We are required to carry out most of this activity, including the development and maintenance of a District Plan by law.

### What It Includes

<ul style="list-style-type: none"> <li>District plan reviews</li> </ul>	Reviewing the District Plan to provide for a balanced regulatory framework that appropriately manages land use and subdivision while enabling appropriate development to occur
<ul style="list-style-type: none"> <li>Private plan changes</li> </ul>	Receiving private applications for plan changes
<ul style="list-style-type: none"> <li>Monitoring effectiveness</li> </ul>	Monitoring implementation and effectiveness of the district plan
<ul style="list-style-type: none"> <li>Other land use planning</li> </ul>	Undertaking other land use research, policy development and planning initiatives

## What Services You Can Expect Us to Deliver

### The Council prepares, reviews and maintains plans and policies for the management of the District's natural and physical resources

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Work programme progressed to complete District Plan review (new measure)	District Plan review project	District plan released for comment (also referred to as the 'First Cut')	Proposed Plan notified for submission	Proposed District Plan hearings and decisions	Resolution/hearing of any appeals on decisions
# of working days from when changes are approved by the Council, until the District Plan is annotated and available via MasterPlan and hard copy (new measure)	≤10	≤10	≤10	≤10	≤10

### The District Plan provides for a balanced regulatory framework that protects important community and environmental values

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of non-complying resource consents approved as a proportion of all approved consents (new measure)	<20%	<20%	<10%	<10%	<10%
District plan monitoring effectiveness reports completed each year (new measure)	Coastal monitoring	0 due to district plan review underway	0 due to district plan review underway	0 due to district plan review underway	Heritage monitoring

### Major Projects

	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Category
District Plan review:											✓

### How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 13.62
Capital Expenditure	\$ -
Total budgeted spend for Land Use Planning for 2012-2022	\$ 13.62
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Land Use Planning</b>	<b>1.11%</b>

There is no capital expenditure associated with the Land Use Planning activity. Refer to Volume Two, page 77 for more detailed financial information regarding this activity.

### How It Will be Funded

This activity benefits all persons by helping ensure that development maintains environmental and community standards. As such, a portion of this activity is obtained via a uniform charge district wide. The general rate portion also reflects the broader public benefit.

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
	LOW	HIGH		Not applicable

(excludes private initiated plan changes)

### What's Changed Since the 2009-2019 Ten Year Plan?

We are continuing to progress our review of the district plan and now have a clear objective of providing a balanced regulatory framework that protects important community and environmental values without imposing uniformity and inflexibility.

### Significant Negative Effects

There is a risk that if the District Plan review is not appropriately focused on the significant resource management issues affecting our District then provisions may result in 'over-regulation' which could stifle economic development and innovation. A poorly developed District Plan could mean that decisions get made (through the resource consent process) that detrimentally affect environmental and community values and resources. To mitigate this, the District Plan review will be based upon sound and robust monitoring and technical information.



### Hazard Management Activity

#### What We Do

The Hazard Management activity involves managing risk to people, property and the environment from natural events. We work closely with partner agencies, like the Waikato Regional Council to deliver this activity. By comparison, our *Emergency Management* activity focuses on communities being ready for, responding to and recovering from emergencies when they do happen.

#### Contributing to Our District



The Hazard Management activity contributes to achieving a **Liveable District** and a **Clean and Green District** by promoting a safe living environment and protecting our unique environment from natural hazard risk.



We are required to take a role in managing the effects of natural hazards by a number of pieces of legislation.

## What It Includes

Remediation of Moanataiari subdivision	A collaborate project between the Thames-Coromandel District Council, Waikato Regional Council and Ministry for the Environment to remediate contaminated land at Moanataiari
Flood risk profiling	A process typically involving numerical modelling to determine the depth and flow characteristics of a particular design event. The model then allows a risk profile to be developed for properties on a flood plain
Peninsula Project	A collaborative project between the Thames-Coromandel District Council, Waikato Regional Council and the Department of Conservation to reduce the risk to flood-prone communities
Coastal protection	Employing “hard” engineered structures through to “soft” engineering solutions such as the restoration and maintenance of dune systems to address coastal management issues
Wind hazards	Intense storm events bring both rain and wind. Intense wind gusts cause extensive damage to both town and country alike. Improved wind zone mapping allows better decision making in terms of building and land use location and the application of appropriate building standards
Tsunami hazards	The Coromandel Peninsula's eastern shore is vulnerable to tsunami from distant and near sources with the latter posing the greater risk. Regulatory agencies are working to develop risk management strategies for vulnerable communities
Coastal adaptation to climate change	The National Institute of Water and Atmospheric Research has initiated a project with us and Waikato Regional Council to investigate how coastal communities may sustainably adapt to the changing climate dynamic, especially the adverse effects of long-term sea level rise

## What Services You Can Expect Us to Deliver

The Council will work with other agencies to manage the effects of natural hazards					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Work programmes progressed with other agencies to manage the effects of natural hazards (new measure)	Coastal hazard policy framework Wind shear project Tsunami project Coastal adaptation to climate change	Coastal hazard policy framework Wind shear project Tsunami project Coastal adaptation to climate change Progressively responding to hazard issues	Coastal hazard policy framework Wind shear project Tsunami project Coastal adaptation to climate change Progressively responding to hazard issues	Coastal hazard policy framework Wind shear project Tsunami project Coastal adaptation to climate change Progressively responding to hazard issues	Coastal hazard policy framework Wind shear project Tsunami project Coastal adaptation to climate change Progressively responding to hazard issues

## Major Projects

The major projects are outlined above.

## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 2.51
Capital Expenditure	\$ -
Total budgeted spend for Hazard Management for 2012-2022	\$ 2.51
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Hazard Management</b>	<b>0.20%</b>

There is no capital expenditure associated with the Hazard Management activity. Refer to Volume Two, page 77 for more detailed financial information regarding this activity.

## How It Will be Funded

Funding for this activity overall will be obtained from rates and charges applied District-wide. A general rate based on land value additionally reflects that those with high value properties benefit more from the protection of their assets

Particular sectors of the community may be identified from time to time with specific issues, and projects developed to deal with these. These communities can be identified and costs recovered as appropriate (such as work carried out in Moanataiari and Pitoone).

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
	LOW	HIGH		Borrowing, Asset Sales, General Rates, Targeted Rates, Lump Sum Contribution

## What's Changed Since the 2009-2019 Ten Year Plan?

In October and November 2011, the Waikato Regional Council conducted soil tests at the Moanataiari subdivision in Thames, which is reclaimed land. The results from the tests indicated that there are elevated levels of arsenic in the soil. Since that time, elevated levels of lead have also been discovered and it has been a high priority of the Council to respond to these issues. At the time of writing this Ten Year Plan we are yet to determine the overall cost implications that this Council and our communities may be asked to contribute to the remediation of the Moanataiari site. Mitigation remains a top priority for the Council and has resulted in additional, unbudgeted expenditure being required in the 2012/2013 year of \$86,000. We have decided to fund this current shortfall through the Hazard Management activity so that the costs are shared by the whole District. Remediation will likely result in further, unbudgeted expenditure being required in the future. Please refer to our website for the latest information about Moanataiari.

## Significant Negative Effects

As new hazard information comes to hand, particularly in relation to individual properties within a hazard cell, this often has the potential to impact private property values especially when the new information is attached to property files. Without diminishing the message regarding hazard risk, we will ensure communications/consultation programmes are factually accurate based on sound technical/scientific information, timely and well-targeted in terms of key stakeholders and includes the finance and insurance sectors.







# Healthy & Safe Communities Activity Group

The Healthy and Safe Communities group of activities means the provision of services that help protect people's health, safety and property and curb behaviour that creates a nuisance to the public. We have responsibility under legislation to undertake a number of activities to promote public health and safety. The services provided by this group of activities include:

- assisting communities to prepare for, respond to and recover from emergencies;
- implementing bylaws to assist public health, safety and wellbeing (e.g. to ensure dogs do not attack people on the streets, that premises serving food are sanitary and that members of the community are not unreasonably disturbed by excessive noise or intoxicated persons); and
- ensuring that buildings are well-constructed, weather tight, fit for purpose and contribute to the wellbeing of their users.

By providing consents and licences, we assist people to operate their businesses and construct their buildings in a way that is safe for themselves and others.

This activity group includes the following activities:

- **Emergency Management** - Promoting individual and community resilience in emergencies and enhancing the community's capability to respond to and recover from disasters.
- **Community Health and Safety** - Helping achieve a healthy and safe community and counteract behaviour causing nuisance in the community.
- **Building Control** - Contributing to the development of quality building stock.

## Contributing to Our District

The Healthy and Safe Communities activity group contributes to a **Prosperous District**, a **Liveable District** and a **Clean and Green District** by contributing to a safe living and working environment and also keeping our unique natural environment clean. To better enable economic opportunities through this activity group streamlining will continue to be a focus.



We will be successfully contributing to our District if:

- residents feelings of safety in their community during the daytime and night time is maintained or increases \*(measured three yearly).  
\* since last reported on in the Council's Annual Report

## Delivering on the Coromandel Peninsula Blueprint



This activity group contributes to having safe, healthy and resilient communities through protecting them in emergencies, in public (from nuisances) and in their homes (from inadequate building compliance).

## Emergency Management Activity

### What We Do

The Emergency Management activity focuses on communities being ready for, responding to and recovering from emergencies when they do happen.

### Contributing to Our District



The Emergency Management activity contributes to a **Prosperous District, a Liveable District and a Clean and Green District** by promoting a safer living environment and continuity through emergency education, response and recovery planning as well as protecting rural natural ecosystems from fire.



We are required by law to take a strong role in civil defence emergency management and carry out fire control measures.



### What It Includes

Emergency management and preparedness	Membership of the Waikato Civil Defence Emergency Management Group and Thames Valley Emergency Operating Area to plan for, organise, co-ordinate and implement emergency management
Emergency updates	Making 'real time' emergency updates available
Rural fire services	Promoting and carrying out fire control measures, including support for rural fire forces
Surf life saving	Financially supporting surf lifesaving groups in Onemana, Pauanui, Tairua, Hot Water Beach and Whangamata
Helicopter rescue	Financially supporting Westpac rescue helicopter
Emergency warning	Providing emergency warning systems e.g. for tsunami

## What Services You Can Expect Us to Deliver

### The Council will support its communities in enabling them to respond to and recover from emergencies

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of residents and non-resident ratepayers who have an emergency kit prepared in case of major emergency (refined measure)	49%	≥52%	Not measured	Not measured	≥58%

### The Council will be prepared for and able to respond to emergencies

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Number of civil defence training exercises conducted per annum (new measure)	New	1	1	1	1
Time taken to activate the emergency operations centre after the notification of a local civil defence emergency <sup>1</sup> (new measure)	New	≤1 hour	≤1 hour	≤1 hour	≤1 hour

### We support first-response emergency activities

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Number of days volunteer rural fire forces are available to respond to fire calls (new measure)	365	365	365	365	365
Number of weeks (Monday to Friday) that high risk eastern seaboard beaches have professional surf lifesaving guards available over the summer period:					
• Onemana	4	4	4	4	4
• Pauanui & Tairua	5	5	5	5	5
• Hot Water Beach & Whangamata	7	7	7	7	7
(new measure)					

<sup>1</sup> This will only be measured if a civil defence emergency (Waikato CDEM Group Plan Level 3 response) is activated

## Major Projects

	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Category
Emergency warning systems (includes new and replacement signage, siren upgrades, public warning systems and technology (as determined through community consultation on hazard management plans)	\$105k				\$70k						✓

The Council will provide funding from this budget for Whitianga tsunami warning systems in 2012/2013 and 2013/2014.

## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$6.61
Capital Expenditure	\$0.47
Total budgeted spend for Emergency Management for 2012-2022	\$7.07
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Emergency Management</b>	<b>0.58%</b>

100% of capital expenditure associated with the Emergency Management activity is to increase level of service. Refer to Volume Two, page 85 for more detailed financial information regarding this activity.

## Grants (in 2012/2013)

- Surf Life Saving New Zealand (\$105,978)
- Thames Valley Rural Fire District Committee (\$77,925)
- Rescue helicopter (\$25,000)

## How It Will be Funded

The activity provides benefits to the community as a whole particularly in respect of the civil defence operation. Civil defence emergencies can be declared over the whole District or part of the District depending on circumstances.

Although particular groups or areas may benefit more from this activity than others in any particular emergency situation, we have taken the view that this activity protects everyone in our District in the same way that an insurance policy does. The most appropriate way of funding activities that benefit the whole District is by charging all ratepayers equally. Funding for the Emergency Management activity is therefore obtained via a uniform charge district wide.

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
	HIGH			Borrowing, Asset Sales, UAGC, Depreciation

### What's Changed Since the 2009-2019 Ten Year Plan?

- The targets for the testing of emergency scenarios now better aligns with the national capability requirements issued by the Ministry of Civil Defence Emergency Management, and actual annual testing.
- A contribution of funds to the Westpac Emergency Response Helicopter (\$25,000 per year) has been introduced.
- The timing of warning system equipment delivery has changed due to reprioritisation.

### Significant Negative Effects

- Extinguishing rural fires may require the use of water chemical retardants resulting in damage to the environment, ground and air pollution. This is mitigated through limiting the use of retardants to essential requirements and compliance with National Rural Fire Authority standards.
- Fire sirens and warning systems result in noise pollution. The use of sirens will be limited to testing and emergency requirements. Preferential use of alternative technologies, such as telecommunications' will be investigated and applied where possible.
- Damage to the natural environment such as broken vegetation and spoilt beaches, may occur during emergency response and recovery activities for example, providing access to 'at risk' people, property and infrastructure, disposal of slips and flood material and restoration of hazard protection structures and lifelines. Activities will be limited, where possible, to the protection of life and property.

## Building Control

### What We Do

The Building Control activity involves implementing a regulatory process to ensure buildings are safe. We are required by law to carry out building control activities including enforcing strict regulations relating to the construction of buildings and structures. The Council has been an accredited Building Consent Authority since mid-2008.

Central government is currently reviewing the delivery of building control services, including the future role of local government in providing these services. The decisions arising from this review will likely impact on our future role in provision of the Building Control activity.

As a result of the recent organisation restructure, we have changed how these services will be delivered. We will be establishing a semi-autonomous Building Control Unit within Council which will be ring fenced financially and will be expected to be prudently managed within the funding, pricing and customer service parameters set by Council. This business unit will not be a Council Controlled Organisation as defined in the Local Government Act but remains part of the organisation.

### Contributing to Our District



The Building Control activity contributes to a **Prosperous District, a Liveable District and a Clean and Green District** by promoting a safe living and working environment and contributing to keeping our environment clean. A focus in this plan is to streamline this activity to better enable economic opportunities.

We are required to carry out building control enforcement in our District. If, as we have, decided to provide services in processing, certifying and inspecting building work, there are legislative requirements associated with that.



## What It Includes

Building consents and inspections	Consenting, inspecting and certifying building work. We are looking to streamline the consent application process
Building enforcement and regulation	Including investigation of illegal building works, swimming pool fencing inspection, building warrants of fitness

## What Services You Can Expect Us to Deliver

The Council processes, inspects and certifies building work applications					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of accepted building consent applications processed within 20 working days <sup>2</sup> (refined measure)	97%	100%	100%	100%	100%
Average time (in days) to complete consents for new dwellings (new measure)	19	Declining	Declining	Declining	Declining
% of building consents audited that comply with our operating procedures (new measure)	90%	≥95%	100%	100%	100%

<sup>2</sup> As defined in the Building Act 2004; for example, this excludes any day in the period beginning on 20 December in any year and ending with the close of 10 January in the following year.



## Our Services: Healthy & Safe Communities

### All medium risk or above illegal building work will be inspected immediately and made safe

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of reported cases of high risk <sup>3</sup> or above illegal building work will be inspected within 48hrs (new measure)	100%	100%	100%	100%	100%
% of reported cases of medium <sup>4</sup> risk level illegal work investigated (new measure)	100%	100%	100%	100%	100%

### Commercial buildings and swimming pools which don't comply with the NZ Building Code and Fencing of Swimming Pools Act respectively, will be identified and rectified

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of commercial buildings will have a current building warrant of fitness (new measure)	100%	100%	100%	100%	100%
% of pools in the District, on our register, will be fenced to protect young children from drowning (new measure)	45%	≥75%	100%	100%	100%

## Major Projects

There are no major projects.

<sup>3</sup> **High risk or above** means building work that is likely to cause serious illness injury or death to one or more people, or that would cause major degradation to the environment eg: collapse imminent fire risk, insanitary or dangerous

<sup>4</sup> **Medium risk** means potential to cause significant injury or illness to people or the environment eg: unconsented habitable space, significant water run off.

## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 51.24
Capital Expenditure	\$ -
Total budgeted spend for Building Control for 2012-2022	\$ 51.24
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Building Control</b>	<b>4.17%</b>

There is no capital expenditure associated with the Building Control activity. Refer to Volume Two, page 85 for more detailed financial information regarding this activity.

## How It Will be Funded

The two distinct components to the Building Control activity (building consenting and building enforcement) are funded differently.

Fees and charges that can be expected for **building consenting** are in the high range to reflect that the main beneficiaries of the building consent process are the applicants who can be easily identified and charged. The rates portion reflects the public good associated with providing this activity. Funding by a district-wide uniform charge and district rate recognises that everybody benefits from a safe building stock in our District. The portion funded by district rate based on capital value also reflects the benefits of the service in relation to the value of the building asset and improvements made.

Fees and charges that can be expected for **building enforcement** are in the low range as there are limited opportunities to recover costs from offenders. Funding from a

district-wide uniform charge in the medium range reflects the public good to our District overall from ensuring unsafe buildings are made safe. The portion funded by district rates based on land value recognises that there are affordability issues for some sectors of the community.

Component	Funding of Operating Expenditure				Funding of Capital Expenditure
	Fees and Charges	UAGC	General Rate	Targeted Rate	
Building Control - Consents and Inspections	HIGH	LOW		LOW	Not applicable
Building Control - Monitoring and Enforcement	LOW	MED	LOW		

## What's Changed Since the 2009-2019 Ten Year Plan?

- The levels of building compliance enforcement have increased since the 2009-2019 Ten Year Plan was adopted. This comes at additional cost, however better enables us to meet our legal requirements.
- The building consent application process has recently been automated, with a view to improving processing timeframes as noted in the above targets.
- As a result of the recent organisation restructure, we have changed *how* these services will be delivered. We will be establishing a Building Control Unit within the Council.

## Significant Negative Effects

An outcome of additional enforcement activity may be that pressure is increased on housing availability in our District. Where housing is identified as unsuitable for habitation, we will notify other agencies to assist with finding other housing solutions for those affected.



## Community Health and Safety

### What We Do

This activity provides a range of services to ensure our communities are clean, safe and healthy places to live. This includes minimising public nuisances and offensive behaviour as well as helping ensure public places are safe.

### Contributing to Our District



The Community Health and Safety activity contributes to a **Prosperous District, a Liveable District and a Clean and Green District** by contributing to a safe and clean living and natural environment, ensuring a high standard of public health and ensuring safer customer services.



We are required by law to provide most of the services in this activity. Other services such as parking enforcement are discretionary.

### What It Includes

• Health licensing	For food premises, campsites, hairdressers, including inspections
• Liquor control	Including liquor bans, liquor licensed premise inspection
• Animal control	Ensuring animals are not dangerous to the public, through dog registrations, responding to dog nuisances and stock control
• Noise control	Responding to noise complaints
• Parking enforcement	Enforcing parking restrictions
• Gambling control	Gambling venue consenting
• Other community bylaws and regulations	Development and enforcement of bylaws as necessary such as freedom camping

## What Services You Can Expect Us to Deliver

Premises are inspected to ensure they are producing safe food					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of food premises inspected at least once per annum to assess whether they are compliant with regulatory requirements (new measure)	100%	100%	100%	100%	100%

The Council provides animal control services to avoid dog attacks and nuisances					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of property inspections carried out on dogs classified as menacing or dangerous (new measure)	100%	100%	100%	100%	100%
% of urgent animal control issues responded to within 2 hours (new measure)	100%	100%	100%	100%	100%

The supply of liquor is controlled to prevent bad behaviour					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of premises inspected to check for display of appropriate signage relating to underage and intoxicated persons per annum (new measure)	100%	100%	100%	100%	100%

We will respond to noise issues so that it does not disturb others					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of noise callouts that are responded to (new measure)	≥98%	≥98%	≥98%	≥98%	≥98%

## Our Services: Healthy & Safe Communities

### Parking and freedom camping restrictions are put in place and enforced

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Communities where random and programmed parking patrols are undertaken (new measure)	Thames Whitianga Whangamata	Thames Whitianga Whangamata	Thames Whitianga Whangamata	Thames Whitianga Whangamata	Thames Whitianga Whangamata
# of days that patrols are carried out for freedom camping per year (new measure)	≥35	≥35	≥35	≥35	≥35

### We help minimise the harm caused by gambling through limiting gaming machine numbers

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of gaming machines in our District (new measure)	306	Maintain or decline on previous year	Maintain or decline on previous year	Maintain or decline on previous year	Maintain or decline on previous year

## Major Projects

There are no major projects.

## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 16.17
Capital Expenditure	\$ -
Total budgeted spend for Community Health & Safety for 2012-2022	\$ 16.17
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Community Health &amp; Safety</b>	<b>1.31%</b>

There is no capital expenditure associated with the Community Health and Safety activity. Refer to Volume Two, page 85 for more detailed financial information regarding this activity.

## How It Will be Funded

The components of the Community Health and Safety activity (community regulations; health licensing, monitoring and enforcement; liquor control; and animal control) are funded differently.

For all components of this activity, fees and charges are recovered where possible. It is easy to identify and charge licensees; however, attempting to recover costs from offenders or perpetrators of nuisances is simply not practicable. The remaining components are funded by uniform charge district wide as it is considered that the whole community benefits equitably from these activities.

In the draft Ten Year Plan we proposed to increase the fees and charges portion for the animal control component for this activity, however, in response to feedback from the community this proposal was withdrawn.

## What's Changed Since the 2009-2019 Ten Year Plan?

Whilst there are no major changes to this activity since the 2009-2019 Ten Year Plan, the way in which this activity is delivered is currently under review.

## Significant Negative Effects

No significant negative effects have been identified.

Component	Funding of Operating Expenditure				Funding of Capital Expenditure
	Fees and Charges	UAGC	General Rate	Targeted Rates	
Community Regulations		HIGH			Development Contributions, Borrowing, Asset Sales, UAGC, Depreciation, General Rates, Fees and charges
Health Licensing (licensing)	HIGH	LOW			
Health Licensing (monitoring and enforcement)	LOW	MED	LOW		
Liquor control	HIGH	LOW	LOW		
Animal control	MED	MED			



# Roads & Footpaths Activity Group

The provision of Roads and Footpaths means the planning, provision, development, operation and maintenance of a District land transportation network and facilities to local communities including footpaths, service lanes, street lighting, bridges and carparks owned by us. This is to ensure that the movement of people and goods around our District and within local communities is safe, efficient, convenient and pleasant.

Provision and maintenance of these facilities promotes a more pleasing and safer physical environment and enhances quality of life in local communities by making it quicker and easier to travel to destinations. A well-maintained roading network enables economic activity and growth by allowing for the efficient transport of goods and services and by promoting visitor access to the Coromandel. Road safety is also improved as part of proactive road maintenance.

This activity group includes the following activities:

**District Transportation** - Providing safe, reliable and accessible transport routes around the District with consideration for the environment and walking and cycling facilities.

**Local Transportation** - Creating and maintaining accessible and safe pedestrian facilities that help keep our towns attractive.

## Contributing to Our District

The Roads and Footpaths activity group plays an important role in contributing to a **Prosperous District**, a **Liveable District** and a **Clean and Green District** by making it easy and safe to get around through providing essential infrastructure that enables our economy to grow; supports a range of lifestyle opportunities, while balancing accessibility with the protection of our unique natural environment.



We will be successfully contributing to our District if:

- the number of annual fatal road crashes (due to road factors) throughout our District reduces \*(measured annually)
- the number of annual road crashes (due to road factors) resulting in injury within our District reduces \*(measured annually)
- resident satisfaction with the image of the closest town centre is maintained or increases \*(measured three yearly)

\*since last reported on in the Council's Annual Report

## Delivering on the Coromandel Peninsula Blueprint



The Blueprint places expectations on this activity to maintain key lifeline infrastructure and connect communities with a safe and secure transport network within and between communities, especially the main urban hubs of Thames, Whitianga and Whangamata. This activity group is primarily focused on enabling private vehicle, specific public transport initiatives and pedestrian transport modes.





### District Transportation

#### What We Do

This activity provides for people and goods to move safely around our District. It includes the development and maintenance of a road network. Our road transportation network currently comprises 400km of sealed roads, over 250km of unsealed roads, and approximately 150 bridges and much other associated infrastructure such as signage. Beyond the provision of roads, helping people get around safely and efficiently is also a key focus.

This activity does not cover the entire roading corridor. State highways are managed by the New Zealand Transport Agency and our *Local Transportation* activity encompasses functions that enable people to move around within local communities (such as footpaths and town centre upgrades).

#### Contributing to Our District



The District Transportation activity plays an important role in contributing to a **Prosperous District, a Liveable District and a Clean and Green District** by providing necessary infrastructure to make it easy and safe to get around. This is important in enabling our economy to grow, support a range of lifestyle opportunities, whilst balancing accessibility with the protection of our unique natural environment.



We are required by law to form and maintain roads (except for state highways). What we decide to deliver is also informed by legislative and regional requirements.

## What It Includes

Maintaining roads, including sealed and unsealed roads, bridges and street light maintenance, minor safety projects (except for state highways)
Clearing roads after weather events, such as after slips and flooding
Sealing roads
Dust sealing roads, for health purposes
Hauraki Rail Trail Cycleway
Road safety co-ordination
Public transport co-ordination
Street cleaning
Road legalisation

## What Services You Can Expect Us to Deliver

The Council will deliver a road network that enables people and goods to move around the District					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Kilometres of road in the District that are sealed (excludes state highways)(new measure)	437	440	444	447	450
Of those who have a view, % of residents and non-resident ratepayers fairly/very satisfied with the roads (refined measure)	85%	≥85%	Not measured	Not measured	≥85%

The Council will ensure its roads are safe					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Number of road fatalities caused by road factors	0	0	0	0	0
Kilometres of dust seals that are completed (new measure)	3.0	2.9	3.0	3.0	3.4
Number of road safety education campaigns delivered in the District by the Council <sup>1</sup> (new measure)	5	5	5	5	5

<sup>1</sup> Road safety education programmes will meet NZTA funding criteria, such as alignment with the New Zealand Road Safety Strategy (Safer Journeys 2020) or programmes to address local issues with a high risk.

### Disruptions are managed to ensure that traffic flows are not unduly affected

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of district roads (not state highways) unavailable due to road closure (refined measure)	< 1%	< 1%	< 1%	< 1%	< 1%
Frequency of status updates via the Council's website, on unplanned road closures until the road has been opened (new measure)	Twice daily	Twice daily	Twice daily	Twice daily	Twice daily

### The design, maintenance and management of roads ensures they are in good condition and fit for purpose

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of vehicle travel exposed to smooth sealed roads <sup>2</sup> (refined measure)	80%	Not measured	80%	Not measured	80%
% of potholes on sealed roads are repaired within 1 week <sup>3</sup> (refined measure)	92%	≥90%	≥90%	≥90%	≥90%

### The Hauraki Rail Trail Cycleway Project provides for increased visitor activity

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Work programme progressed to complete the Hauraki Rail Trail Cycleway (new measure)	Project is started	Project is finished	Not measured	Not measured	Performance measurement will be readdressed in the 2015-2025 Ten Year Plan once the Cycleway is built

<sup>2</sup> As measured (biennially) by percentage of vehicle kilometres travelled (VKT) on sealed roads with roughness of less than 150 NAASRA.

<sup>3</sup> Response times measured through both the Council's request for service system and the contractor's management systems.

## Major Projects

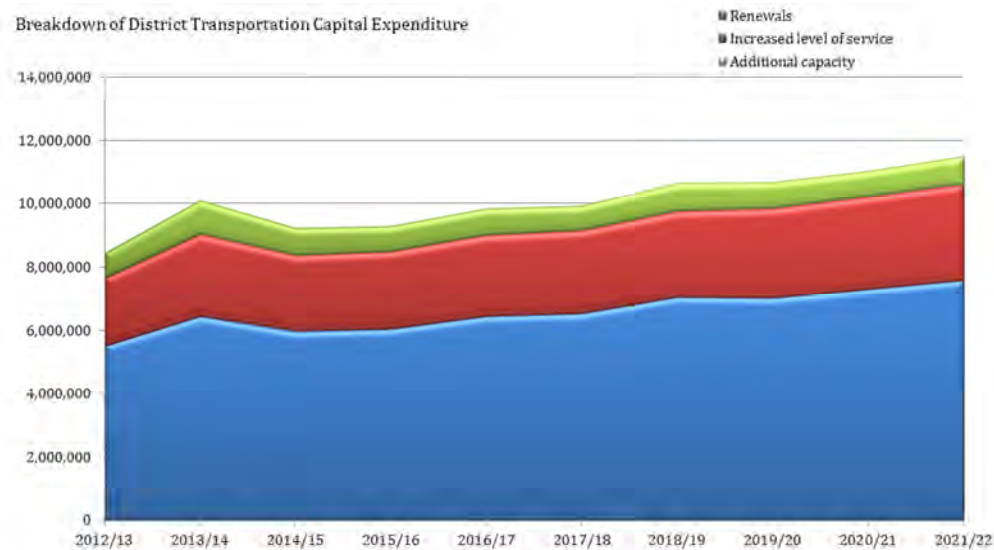
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	Category
Stony Bay Road Improvements, End of Port Charles Road	\$106k										✓
Square Kauri Bridge, Tapu Coroglen Road	\$128k										✓
Delmaneys Corner Flood Mitigation, Mercury Bay South Area	\$494k										✓
Tairua Manaia Road Causeway Improvements	\$1.2m										✓
Hauraki Rail Trail - Stage 2 Kopu to Kaiua		\$300k									✓
Waikawau No. 3 Bridge, Waikawau Beach Road		\$110k									✓
Barracats Bridge, Tapu Coroglen Road			\$318k								✓
Puketui Valley Road, Hikuai dust seal			\$25k								✓
Waikawau No. 4 Bridge, Waikawau Beach Road Replacement				\$111k							✓
Big Sandy No. 2 Bridge, Port Charles Road					\$320k						✓
Port Jackson No. 2 Ford					\$48k						✓
Mangakerikeri Stream Bridge, Kauaeranga Valley Road						\$187k					✓
Morrison's No. 1 Bridge, Matatoki							\$554k				✓
Otautu Wharf Bridge, Coromandel								\$227k			✓
Muriwai Stream, Fletchers Bay Road Ford									\$207k		✓



## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 152.72
Capital Expenditure	\$ 100.75
Total budgeted spend for District Transportation for 2012-2022	\$ 253.47
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on District Transportation</b>	<b>20.60%</b>

Refer to Volume Two, page 93 for more detailed financial information regarding this activity. The following graph shows what the capital expenditure required is for (renewals for maintaining services, increasing services or providing for new growth).



Subsidies are applied to this activity as and when they are available. The balance is funded by district-wide rates recognising the widespread nature of the benefits of the roading network, which includes charges by land value and capital value which recognises affordability issues for some.

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
	LOW	MED	MED	Development Contributions, Borrowing, Asset Sales, UAGC, Depreciation, General Rates, Targeted Rates, Grants and Subsidies

## What's Changed Since the 2009-2019 Ten Year Plan?

The timing of a number of the bridge projects has changed due to the need to reprioritise works following a more recent condition assessment of bridges. Priority has been given to those that have deteriorated more over time. This helps ensure safety and access for all vehicles.

We have previously maintained a Joint Development Project budget of approximately \$120,000 per annum. This budget was used for developments where we have made a commitment to contribute toward the cost of a project with another agency or a community, but is an underutilised budget item and has consequently been removed. It is intended that in the future such projects be managed by submissions to the annual plan if required.

New projects include:

- Delmaneys Corner, Mercury Bay South, Flood Mitigation (2012/2013 - 2013/2014) to ensure continuation of access to the area which is dependent on access via Hot Water Beach Road. NB: this project is subject to receipt of NZTA funding which may not be received.
- Port Jackson No.2 Ford (2016/2017) which is at the end of its life, and is more cost-effective to replace than maintain
- Mangakerikeri Stream Bridge (2017/2018) which requires replacement
- Muriwai Stream, Fletcher Bay Road Ford (2020/2021) to ensure route security in all weathers
- Stony Bay Road improvements (2012/2013) to upgrade the road to a standard that would meet the criteria for New Zealand Transport Agency subsidies.
- Hauraki Rail Trail - Stage 2 - Kopu to Kaiaua (2013/2014 - 2014/2015) to be granted only when the total funding required has been secured by the Rail Trail Charitable Trust from the other partner organisations and funders to consent and build the track.

### Significant Negative Effects

- Fumes, run-off, dust and noise-pollution associated with road maintenance activities and renewal projects are mitigated by ensuring appropriate consultation, contract specifications and monitoring.
- Flooding and damage to adjacent properties due to deficient road stormwater maintenance practices or capacity when faced with large storm events. This is mitigated by ensuring contract specifications and monitoring ensure robust drainage maintenance practices. Under capacity road stormwater reticulation is addressed through prioritised drainage improvement projects.

- Archaeological, cultural and historical place impacts associated with road maintenance activities and renewal projects are mitigated by ensuring appropriate consultation, contract specifications and monitoring.
- Conflict on some transport routes between road users, such as industrial (e.g. logging) and tourist traffic. This is mitigated by ensuring appropriate warning signage for tourists and maintaining industry regulations.



## Local Transportation

### What We Do

Our Local Transportation activity helps enable people to move around their local settlement. It compliments the provision of roads through a range of services from providing for pedestrian access and movement to contributing to vibrant and pleasant town centres.

The *District Transportation* activity provides for the management and maintenance of roads throughout our District (excluding state highways).

### Contributing to Our District



The Local Transportation activity contributes to a **Prosperous District, a Liveable District and a Clean and Green District** also by making it easy and safe to get around, in particular ensuring pedestrian access and safety. A focus of this activity is to promote a local sense of place which contributes to liveable communities.

### What It Includes

• Town centre upgrades	Town centre beautification projects including main street design
• Walkways	Walkway maintenance, renewal and construction
• Footpaths	Footpath maintenance, renewal and construction
• Street lighting	In urban centres and major intersections
• Car parks	Maintenance and construction
• Local public transport	Funding of a summer shuttle in Mercury Bay South
• Mowing of berms	Excluding private berms

## What Services You Can Expect Us to Deliver

Footpaths can be used to get around town					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of urban network which have a footpath on at least one side of the street	55%	57%	58%	59%	60-67%
Of those who have a view, % of residents and non-resident ratepayers who are satisfied with footpaths in the District (refined measure)	70%	≥70%	Not measured	Not measured	≥70%

Street lighting is provided in urban areas and major intersections					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of street lighting outages which are repaired within 1 week <sup>4</sup> (refined measure)	90%	≥90%	≥90%	≥90%	≥90%

People can access a pleasant town centre					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Of those who have a view, % of residents and non-resident ratepayer satisfaction with the image of closest town centre (refined measure)	90%	≥87%	Not measured	Not measured	≥87%
Programmes scheduled in which the urban environment is improved through town centre upgrade projects (new measure)	No works scheduled	Whitianga town centre utilities work commences	Whitianga town centre utilities work completed	Whitianga town centre road layout changes commence	Whitianga town centre road layout changes completed

<sup>4</sup> Measure excludes circuit faults which are the responsibility of the energy supply company. Street light outages response times measured through both the Council's request for service systems and the contractor's management systems.



## Our Services: Roads & Footpaths

### Vegetation on urban road berms, maintained by the Council, are mowed regularly (excluding private berms)

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Percentage of grass on urban road berms maintained with a height of less than 200mm (new measure)	80%	≥80%	≥80%	≥80%	≥80%

### Public transport is provided in peak summer holiday periods - Mercury Bay South

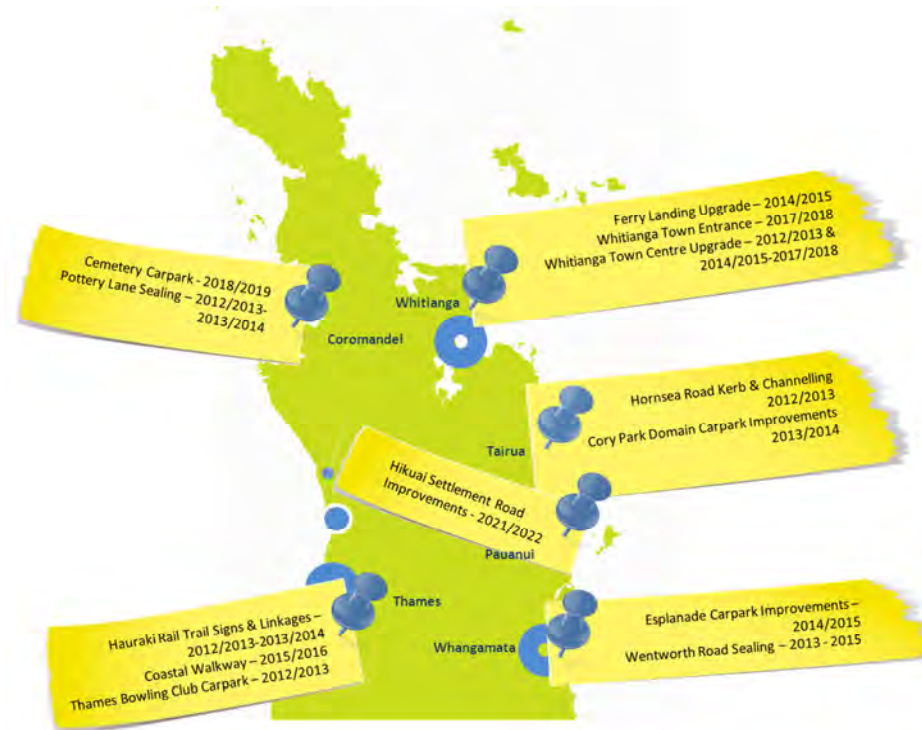
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of days the Hahei to Ferry Landing shuttle operates in summer (new measure)	40	40	40	40	40

## Major Projects

		2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Category
<b>Thames</b>	Footpath Rehabilitation	\$337k										✓
	Footpath Construction	\$803k										✓
	Hauraki Rail Trail Signs and Linkages	\$59k										✓
	Thames Bowling Club Carpark	\$213k										✓
	Coastal Walkway				\$63k							✓
<b>Coromandel-Colville</b>	Footpath Rehabilitation	\$84k										✓
	Footpath Construction	\$514k										✓
	Pottery Lane Sealing	\$142k										✓
	Cemetery Carpark							\$87k				✓
<b>Mercury Bay</b>	Footpath Rehabilitation	\$337k										✓
	Footpath Construction	\$2.9m										✓
	Whitianga Town Centre Upgrade	\$171k		\$2.7m								✓
	Ferry Landing Upgrade			\$221k								✓
	Lees Road Seal Extension	\$32k	\$714k									✓
	Whitianga Town Entrance						\$224k					✓
<b>Tairua-Pauanui</b>	Footpath Rehabilitation	\$506k										✓
	Footpath Construction	\$1m										✓
	Tairua Hornsea Road Kerb & Channel	\$25k										✓
	Tairua Cory Park Domain Car Park Improvements		\$73k									✓
	Pauanui-Hikuai Settlement Road Improvements										\$1.6m	➔

# Our Services: Roads & Footpaths

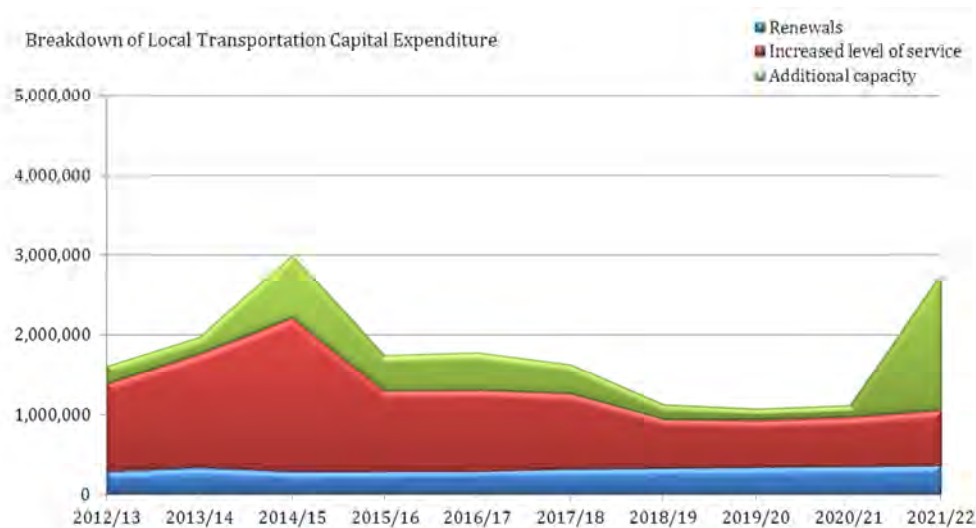
		2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	Category
<b>Whangamata</b>	Footpath Rehabilitation	\$84k										✓
	Footpath Construction	\$1.8m										✓
	Esplanade Carpark improvements			\$30k								✓
	Wentworth Valley Seal Extension		\$1m									✓
	Mum's Corner pull over improvements	\$106k										✓
	Otahu Road Carpark improvements		\$16k									✓
	Pipi Road Carpark improvements		\$16k									✓



## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 20.34
Capital Expenditure	\$ 17.91
Total budgeted spend for Local Transportation for 2012-2022	\$ 38.24
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Local Transportation</b>	<b>3.11%</b>

The following graph shows what the capital expenditure required is for (renewals for maintaining services, increasing services or providing for new growth). Refer to Volume Two, page 93 for more detailed financial information regarding this activity.



## How It Will be Funded

The work associated with this activity is generally of a local nature, and therefore the benefits of this activity apply primarily to local communities. As such, we fund this activity through local targeted rates.

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
			HIGH	Development and Financial Contributions, Borrowing, Asset Sales, Depreciation, Targeted Rates, Grants and Subsidies

## What's Changed Since the 2009-2019 Ten Year Plan?

- No new footpaths are proposed to be provided unless they attract a subsidy from the New Zealand Transport Agency on safety grounds.
- The forming of Pottery Lane, Coromandel has been introduced to the 2012-2014 years, reflecting community board priorities.
- Most of the Mercury Bay service lanes legalisation has now been completed, but the Blacksmith Lane component of this project is retained in the 2021/2022 year.
- The timing of the Whitianga Town Centre upgrade project, and associated projects has been changed to 2012/2013 (design and planning), and 2014/2015 - 2017/2018.
- The Whitianga Town Entrance project has been brought forward one year to 2017/2018 to align better with the Town Centre Upgrade.
- The Tairua Red Bridge Road seal extension project budgeted to cost \$135,000 is not provided for in the 2012-2022 years for affordability reasons.

- A Hauraki Rail Trail Signs and Linkages project has been included in the 2012/2013-2013/2014 years, to ensure the new Hauraki Rail Trail brings visitors to the Thames town centre.
- The Ferry Landing upgrade in Mercury Bay has been deferred from 2012/2013 to 2014/2015, to align with the Ferry Landing historic wharf upgrade.
- Thames Coastal Walkway has been deferred to 2015/2016 to allow for work at the landfill to be completed prior to this project commencing.
- To reflect the priority of the community in Whangamata, a Wentworth Valley Seal Extension project has been included in 2013/2014 - 2014/2015 at a cost of \$1 million.
- A Lees Road seal extension project in Hahei has been included subject to agreement by the Mercury Bay Community Board and residents regarding the scope and funding of this project. This project will be jointly funded by the Council and community.
- A number of additional car park improvement programmes have been included in Whangamata.
- We are also intending to explore alternative lighting solutions (such as motion sensor lighting) for consideration in the future.
- Unsealed urban cul-de-sacs result in dust nuisance and high (district funded) maintenance costs. This is mitigated through development of local programmes of cul-de-sac sealing, funded by local rates and subsidised by New Zealand Transport Agency.
- Archaeological, cultural and historical place impacts associated with road maintenance activities and renewal projects are mitigated by ensuring appropriate consultation, contract specifications and monitoring.
- Whilst steps are taken to mitigate the effects, there is always the possibility that some environment damage may occur, such as erosion, slope instability, flooding, and impacts on flora and fauna. Again, these are mitigated by ensuring appropriate consultation, contract specifications and monitoring.

### Significant Negative Effects

- Fumes, run-off, dust and noise-pollution associated with footpath maintenance, renewal and improvement works are mitigated by ensuring appropriate consultation, contract specifications and monitoring addresses these effects.
- Pedestrian and motorist inconvenience associated with maintenance, renewal and improvement works being undertaken on sections of the network are mitigated by ensuring contract methodology and temporary traffic management plans address these effects.





# Community Spaces Activity Group

Community wellbeing is enhanced when its members have a sense of connection to their community and its environment, have opportunities for interrelating and are able to participate in activities that promote physical, mental and cultural wellbeing. The Community Spaces group of activities means providing facilities that enhance opportunities for members of the community to participate in a range of activities, including sporting, cultural, recreational, educational and artistic pursuits that contribute to a better quality of life. The group provides indoor and outdoor spaces for people to meet, places for relaxation and contemplation, means of access for visitors and tourists and facilities to enhance both visitors' and residents' experience of the peninsula.

This activity group includes the following activities:

- **Airfields** - Providing for aviation based activities in the Thames-Coromandel District.
- **Cemeteries** - Providing interment facilities that meet the needs of the community.
- **Community Centres and Halls** - Providing indoor facilities for social, cultural, recreation, and educational activities.
- **Public Conveniences** - Providing safe and convenient public toilet facilities in areas of frequent community activity.
- **Harbour Facilities** - Providing harbour facilities allowing the provision of recreational and commercial opportunities for the community.
- **Libraries** - Our libraries provide facilities and opportunities to expand knowledge.
- **Parks and Reserves** - Providing a mix of park and reserve facilities in keeping with the natural character of the District.
- **Swimming Pools** - Providing and supporting the provision of aquatic facilities and services to promote community wellbeing.

## Contributing to Our District

The Community Spaces activity group contributes to a **Prosperous District, a Clean and Green District and in particular a Liveable District** by providing a range of recreation opportunities. The activity group provides infrastructure to support economic opportunities while balancing the enjoyment of our unique natural environment with protection. This activity group promotes a local sense of place, which contributes to liveable and healthy communities.



We will be successfully contributing to our District if:

- resident satisfaction with recreational facilities and opportunities in our settlements is maintained or increases \*(measured three yearly)
- resident satisfaction with proximity to recreational facilities and opportunities in our settlements is maintained or increases \*(measured three yearly)
- resident satisfaction with cultural facilities and opportunities in our settlements is maintained or increases \*(measured three yearly)

\*since last reported on in the Council's Annual Report

## Delivering on the Coromandel Peninsula Blueprint



This activity group provides for liveable communities through leisure, recreational and community facilities such as parks and reserves, halls, harbour facilities and libraries. The co-location of such facilities is important for the Blueprint in enabling well-functioning communities and efficient infrastructure provision.





## Airfields

### What We Do

We provide two airfields in our District - one in Pauanui and the other in Thames. Their function is primarily for recreational use and some commercial flights. Airfields also act as a useful resource in case of emergency. We own (and presently manage) both airfields.

### Contributing to Our District



The Airfields activity contributes to a **Prosperous District, a Liveable District and a Clean and Green District**, by providing infrastructure that may benefit the local economy, and by providing recreation and transport opportunities.

### What It Includes

<ul style="list-style-type: none"> <li>Thames airfield</li> </ul>	A grass strip airfield with other facilities (e.g. refuelling, storage) which are privately owned
<ul style="list-style-type: none"> <li>Pauanui airfield</li> </ul>	A grass strip airfield and flight office building

What Services You Can Expect Us to Deliver

There are safe airfields for small aircraft in Thames and Pauanui					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of days per year that the airfields are open for use:					
Thames	>320	>320	>320	>320	>320
Pauanui (new measure)	>355	>355	>355	>355	>355
% compliance of the Thames and Pauanui airfields with Civil Aviation Authority safety requirements <sup>1</sup> (new measure)	100%	100%	100%	100%	100%

Major Projects

There are no major projects.

How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 1.97
Capital Expenditure	\$ 0.02
Total budgeted spend for Cemeteries for 2012-2022	\$ 1.99
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Cemeteries</b>	<b>0.16%</b>

100% of capital expenditure associated with the Airfields activity is to increase the level of service. Refer to Volume Two, page 105 for more detailed financial information regarding this activity

<sup>1</sup> Measured via annual inspections



**How It Will be Funded**

Benefits provided by the airfield activity (e.g. opportunity to access by air, air based tourism activity, emergency response, business activity associated with airfields - servicing/maintenance etc.), are considered to primarily benefit direct users and the individual communities of Thames and Pauanui. Some other communities have access to other privately run airfields and are considered more likely to use these.

We have introduced a fees and charges component for the Pauanui airfield (which had previously been payable to a third party) and thereby treat it the same as the Thames airfield. This enables us to ensure that fees and charges collected in Pauanui are offsetting the rates component of this activity.

Fees and charges are collected where feasible. The remainder is funded by targeted rate to the local community.

**What's Changed Since the 2009-2019 Ten Year Plan?**

A fees and charges component was introduced for the Pauanui airfield which had previously been payable to a third party (it was already in place in Thames).

**Significant Negative Effects**

No significant negative effects have been identified.

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
MED			MED	Development Contributions, Borrowing, Asset Sales, Depreciation, Targeted Rates, Fees and charges



## Cemeteries

### What We Do

Cemeteries provide memorial spaces for those wishing to remember people that have passed on. This activity involves ensuring that there is adequate burial facilities throughout our District. It also includes ensuring that all Council cemeteries are well presented as a mark of respect.

### Contributing to Our District



The Cemeteries activity contributes to a **Liveable District** by providing an amenity to respect cultural practices.

We are only required to provide new cemeteries where there is not sufficient provision made otherwise. We are also required to maintain any full cemeteries.

### What It Includes

Provision of cemeteries	A number of cemeteries across our District - some of which have capacity for future burials and some of which are full
Memorial plaques	Option to purchase memorial plaques for stillborn burials

## What Services You Can Expect Us to Deliver

Cemeteries are available in each community board area for people to remember loved ones					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of community board areas with cemeteries available for burials (refined measure)	100%	100%	100%	100%	100%

Cemeteries will be tidy and well maintained spaces					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of cemetery interment requests responded to within one day (new measure)	100%	100%	100%	100%	100%
Of those who have a view, % of residents and non-resident ratepayers who are satisfied with Council cemeteries <sup>2</sup> (refined measure)	94%	≥89%	Not measured	Not measured	≥89%

## Major Projects

	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	Category
New Mercury Bay Cemetery Development - Stage One	\$311k										✓

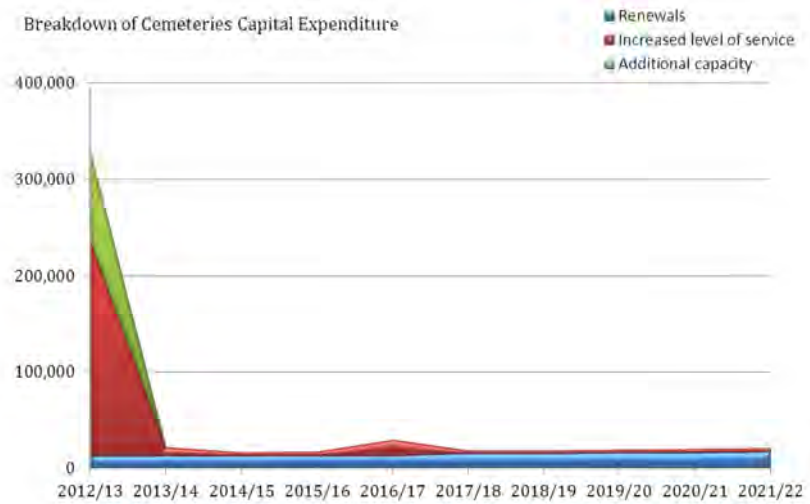


<sup>2</sup> Traditionally with NRB survey, the percentage of "don't know" respondents is well over 40%.

How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 5.79
Capital Expenditure	\$ 0.52
Total budgeted spend for Cemeteries for 2012-2022	\$ 6.30
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Cemeteries</b>	<b>0.51%</b>

The following graph shows what the capital expenditure required is for (renewals for maintaining services, increasing services or providing for new growth). Refer to Volume Two, page 105 for more detailed financial information regarding this activity.



How It Will be Funded

Funding from fees and charges is obtained as appropriate since individuals benefit from provision of a ready internment site for family. Our District wide uniform charge recognises that full cost recovery by individual fees and charges would be unaffordable to many and a general district benefit through provision of an accessible option for burial as well as historical recordkeeping that means our District's heritage is preserved and maintained.

Throughout 2012/2013 the way in which this activity is funded will be reviewed to determine whether a more localised approach to funding this activity would be more suitable given the direction of the Council.

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
MED	MED			Development Contributions, Borrowing, Asset Sales, UAGC, Depreciation, Fees and charges

What's Changed Since the 2009-2019 Ten Year Plan?

- The development of the remaining part of the undeveloped Coromandel Cemetery is no longer planned to occur in the 2012-2022 period. This is no longer required in the next ten years as the existing area provides adequate capacity for the foreseeable future.

Significant Negative Effects

No significant negative effects have been identified.



## Community Centres and Halls

### What We Do

This activity ensures that a range of community centre and halls are provided to meet local community needs. They provide facilities for people to get together and take part in a range of activities such as recreation and cultural events. Community Centres and Halls are used for public purposes as well as private social events.

### Contributing to Our District



The Community Centres and Halls activity contributes to a **Liveable District** by providing recreation and leisure opportunities that promote a local sense of place in communities.

### What It Includes

Major community centres and halls	We own and manage the major community halls/ civic centres in Whangamata, Whitianga and Thames
Smaller hall facilities	Funding is provided to community managed halls ,and in these instances the Community determine how the facility will run

## What Services You Can Expect Us to Deliver

The Council provides community centres and hall facilities for community activities and events					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Hours per day which the community centres in Thames, Whitianga and Whangamata <sup>3</sup> are available (new measure)	14	14	14	14	14
% of actual hours community centres are used compared to total available:					
Thames	37%	≥37%	≥37%	≥37%	≥37%
Whangamata	47%	≥47%	≥47%	≥47%	≥47%
Whitianga	36%	≥36%	≥36%	≥36%	≥36%
(new measure)					
Of those who have a view <sup>4</sup> , the % of residents and non-resident ratepayers who are fairly/very satisfied with the community centres and hall facilities (refined measure)	88%	≥90%	Not measured	Not measured	≥90%
Communities with access to smaller community centres and halls. <sup>5</sup> (new measure)	Hahei Cooks Beach Coroglen Kuaotunu Hikuai Opoutere Te Puru Coromandel	Hahei Cooks Beach Coroglen Kuaotunu Hikuai Opoutere Te Puru Coromandel	Hahei Cooks Beach Coroglen Kuaotunu Hikuai Opoutere Te Puru Coromandel Pauanui	Hahei Cooks Beach Coroglen Kuaotunu Hikuai Opoutere Te Puru Coromandel Pauanui	Hahei Cooks Beach Coroglen Kuaotunu Hikuai Opoutere Te Puru Coromandel Pauanui

<sup>3</sup> These are defined as tier one community centres and halls, which are council owned and managed.

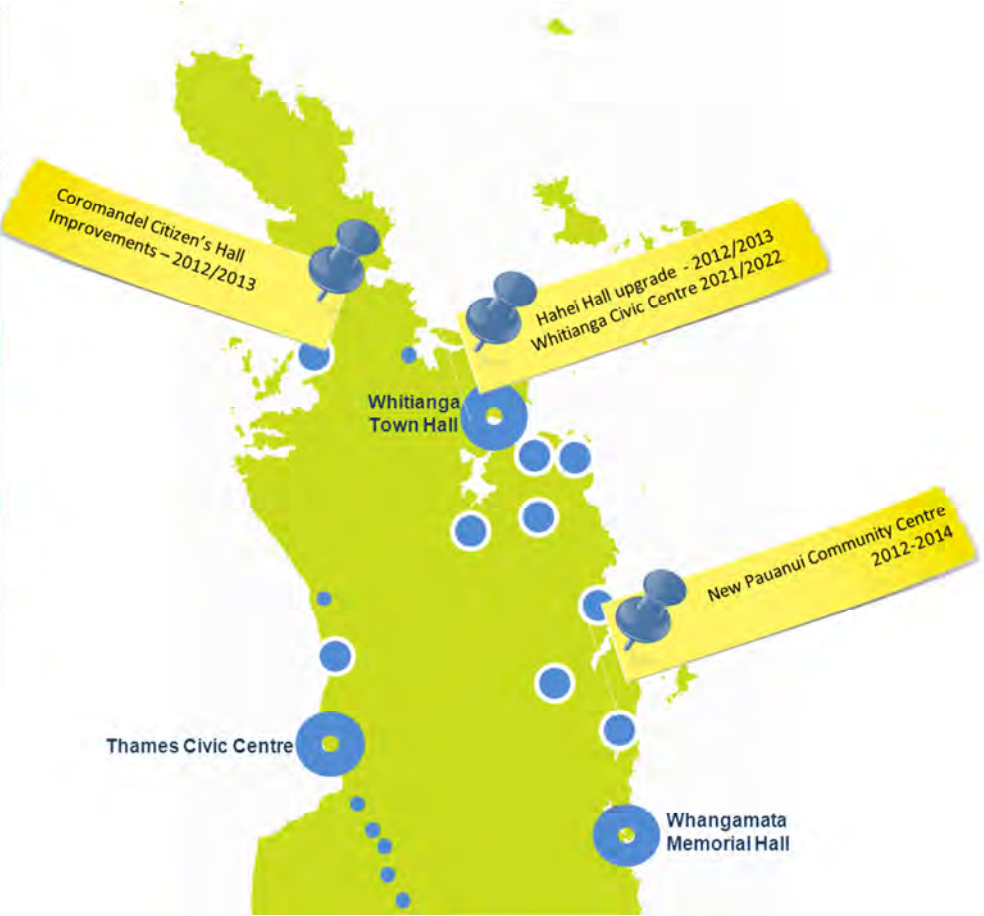
<sup>4</sup> i.e. excluding 'don't know' responses

<sup>5</sup> These are defined as tier two community centres and halls, which are council owned and community managed.



Major Projects

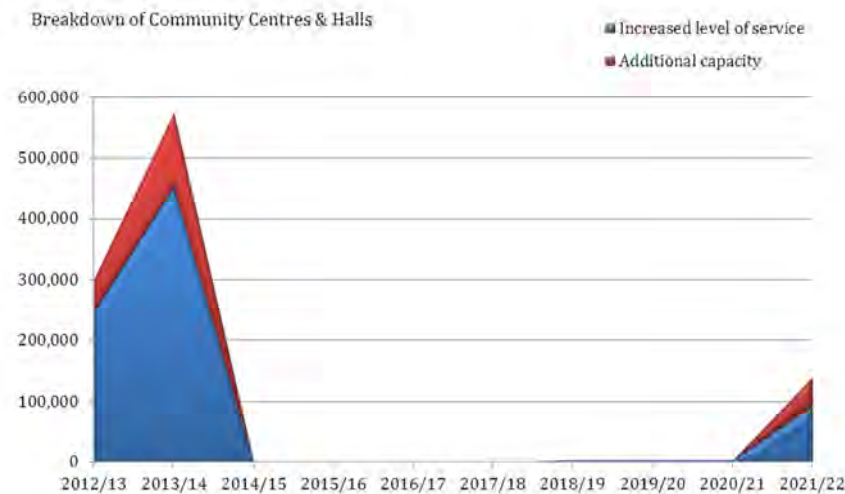
	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Category
<b>Tairua-Pauanui</b>											
Pauanui Community Centre	\$25k	\$570									✓
<b>Coromandel-Colville</b>											
Coromandel Citizen's Hall refurbishment	\$97k										✓
<b>Mercury Bay</b>											
Whitianga Civic Centre									\$137k		✓
Hahei Hall upgrade	\$11k										✓



## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 8.43
Capital Expenditure	\$ 1.03
Total budgeted spend for Community Centres & Halls for 2012-2022	\$ 9.46
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Community Centres &amp; Halls</b>	<b>0.77%</b>

The following graph shows what the capital expenditure required is for (renewals for maintaining services, increasing services or providing for new growth). Refer to Volume Two, page 105 for more detailed financial information regarding this activity.



## Grants (in 2012/2013)

- Hall committees in Cooks Beach (\$3,350), Hahei (\$3,350), Coroglen (\$2,200), Kuaotunu (\$2,200), Hikuai (\$2,026) and Opoutere (\$6,754), Te Puru (\$3,117), Tapu (\$10,909), Puriri (\$2,598), Kuaeranga Valley (\$3,117).

## How It Will be Funded

Community centres and halls are considered to provide the greatest benefits to the communities in which each is located rather than to members of other communities within our District. A board targeted fixed charge is considered appropriate in the medium range, however, user fees and charges are low, recognising that full cost recovery is not feasible.

While visitors and tourists benefit from and cause capital expenditure in most of the District's community facilities and infrastructure including community centres and halls, expenditure cannot be cost-effectively determined or recovered from these groups.

Individuals and groups such as sporting bodies and cultural groups frequently benefit from the use of the community centres and halls when they are hired for social events such as weddings, parties and other family or personal occasions. These individuals and groups can be identified and charged for the service.

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
LOW			HIGH	Development Contributions, Borrowing, Asset Sales, Depreciation, Targeted Rates, Fees and charges

### Whats Changed Since the 2009-2019 Ten Year Plan?

- An online community hall booking system for Whangamata, Whitianga and Thames community centres and halls will be introduced from 2014.
- The Coroglen Hall upgrade budgeted for \$30,000 is not provided for in the 2012-2022 years. This hall is considered a community asset rather than a Council asset and we will no longer be maintaining the hall for reasons of affordability.
- The Whitianga Civic Centre project budgeted for \$5,730,000 is not provided for in the 2012-2022 years as it is not considered a high priority for the expenditure required. In its place we have included an investigation project in the 2021/2022 year.
- The development of a Pauanui Community Centre budgeted for \$595,758 is included in 2012/2013 and 2013/2014. The new community centre will provide opportunities for community engagement in a centre that presently has no Council-owned community building.
- The Coromandel Citizen's Hall refurbishment that was underway in the 2011/2012 financial year is not yet completed. Further work will be undertaken in the 2012/2013 year and an additional \$50k was added to this project.

### Significant Negative Effects

- There have been cases where activities conducted in community centres and halls located adjacent to, or in residential zones breach the noise standards of the zone. We have progressed initiatives to ensure future compliance.



### Public Conveniences

#### What We Do

We own and maintain public toilets, changing facilities and showers throughout our District for the convenience of the community, visitors and tourists. Most facilities are provided at areas of high public use.

We are considering closing some public conveniences for parts of the year to save on costs. It will also target the refurbishment or replacement of public conveniences that are appropriately located for usage demands. The appropriateness of these matters will be considered further by each individual community board.

#### Contributing to Our District



The Public Conveniences activity contributes to a **Prosperous District**, a **Liveable District** and a **Clean and Green District** by support public activities while ensuring high standards of public health and keeping our environment clean.

#### What It Includes

<ul style="list-style-type: none"> <li>• Provision of public conveniences</li> </ul>	<p>We own and maintain 87 public conveniences throughout our District. There are three types of public conveniences:</p> <ul style="list-style-type: none"> <li>• Urban street side toilet</li> <li>• Remote rural toilets</li> <li>• Beach toilets, which may include changing facilities and shower</li> </ul>
--------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

## What Services You Can Expect Us to Deliver

The Council's public toilets are clean					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 - 2021/2022
% of toilet related customer urgent enquiries resolved within 48 hours <sup>6</sup> (new measure)	85%	≥85%	≥85%	≥85%	≥85%
Of those who have a view, % of residents and non-resident ratepayers who are fairly/very satisfied with public toilets (refined measure)	75%	≥73%	Not measured	Not measured	≥73%

## Major Projects

	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Category
<b>District</b>											
Replacement or renewal of approximately two public conveniences per annum						\$1.9m					✓
<b>Mercury Bay</b>											
Hot Water Beach Superloo							\$663k				✓

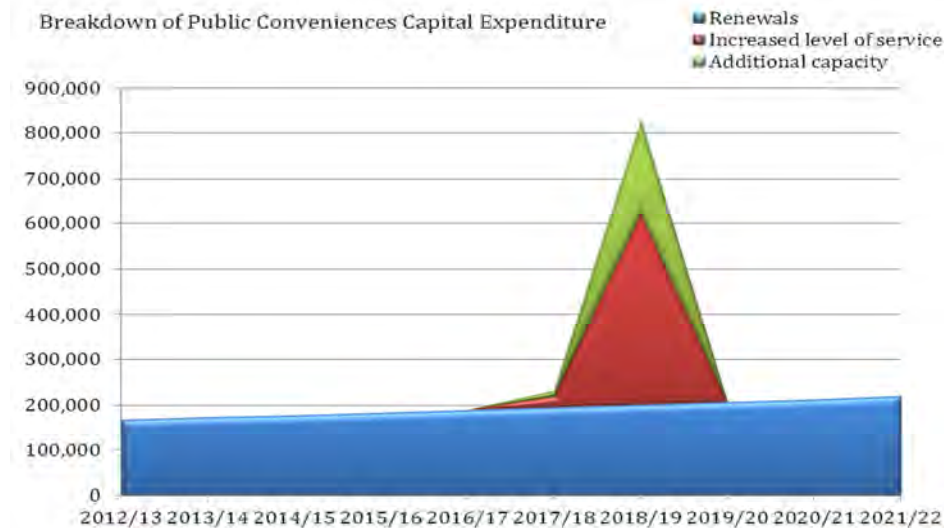


<sup>6</sup> Contracted time frames are as follows: urgent request resolution is 1 day, and all other non-routine requests are resolved within time frames stipulated by the Contract Manager.

## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 10.89
Capital Expenditure	\$ 2.59
Total budgeted spend for Public Conveniences for 2012-2022	\$ 13.49
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Public Conveniences</b>	<b>1.10%</b>

The following graph shows what the capital expenditure required is for (renewals for maintaining services, increasing services or providing for new growth). Refer to Volume Two, page 105 for more detailed financial information regarding this activity.



## How It Will be Funded

Public conveniences are considered to benefit the whole District because of their availability to all community members, the support they provide to visitor and tourist activities, which in turn benefit the wider community, and environmental protection afforded by proper management of wastes.

We consider that the most appropriate way of funding activities that benefit the whole District is by charging all ratepayers equally. Funding for the Public Conveniences activity is therefore obtained via a uniform charge district wide. However, throughout 2012/2013 the way in which this activity is funded will be reviewed to determine whether a more localised approach to funding this activity would be more suitable given the direction of the Council.

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rate	
LOW			HIGH	Development Contributions, Borrowing, Asset Sales, Depreciation, Targeted Rates, Fees and charges

## What's Changed Since the 2009-2019 Ten Year Plan?

The Hot Water Beach Superloo has been brought forward one year to 2017/2018-2018/2019 to reflect community board prioritisation.

## Significant Negative Effects

If public conveniences are well sited, built to appropriate New Zealand standards, and maintained to an acceptable standard there are no significant negative effects associated with this activity. We ensure that public conveniences are located, designed and constructed and maintained in a manner that has regard for public safety.



## Harbour Facilities

### What We Do

Access to the coast is a valued part of the Coromandel lifestyle for many. The Harbour Facilities activity provides recreational and commercial facilities to support recreation, tourism-related activities, commercial fishing and aquaculture. The geography of the Peninsula can limit opportunities for harbour facility provision so we cannot provide full services at all boat ramps and wharves.

### Contributing to Our District



The Harbour Facilities activity contributes to a **Prosperous District, a Liveable District and a Clean and Green District** by providing infrastructure that supports the economy, enables transport and recreation opportunities whilst balancing environmental protection.

### What It Includes

Boat ramps	From all tide access ramps to smaller, more limited facilities
Boat trailer parking	Co-ordinates the provision of boat trailer parking facilities near to boat ramps (delivered through other activities)
Wharf facilities	Providing the ability to berth a charter or commercial boat and load and unload equipment. It includes establishing partnerships to improve commercial wharfage facilities
Dredging	Of boat ramp channels to ensure on-going boat access

### What Services You Can Expect Us to Deliver

An all tide boat ramp can be accessed in each community board area					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Number of community board areas with access to an all tide boat ramp <sup>7</sup>	5	5	5	5	5
Number of all tide boat ramps with at least 20 boat and trailer carpark spaces within 400 metres <sup>8</sup> (new measure)	9	9	9	9	9
Of those who have a view, % of residents and non-resident ratepayers satisfied with harbour facilities (refined measure)	77%	≥77%	Not measured	Not measured	≥77%

The Council will provide commercial wharfage facilities for industry use					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Minimum number of harbours in which commercial wharfage facilities are provided and are used by aquaculture, commercial fishing, or tourism charters <sup>9</sup> (refined measure)	5	5	5	5	5

<sup>7</sup> An all tide boat ramp can be accessed and used at all tides with an average sized trailer boat.

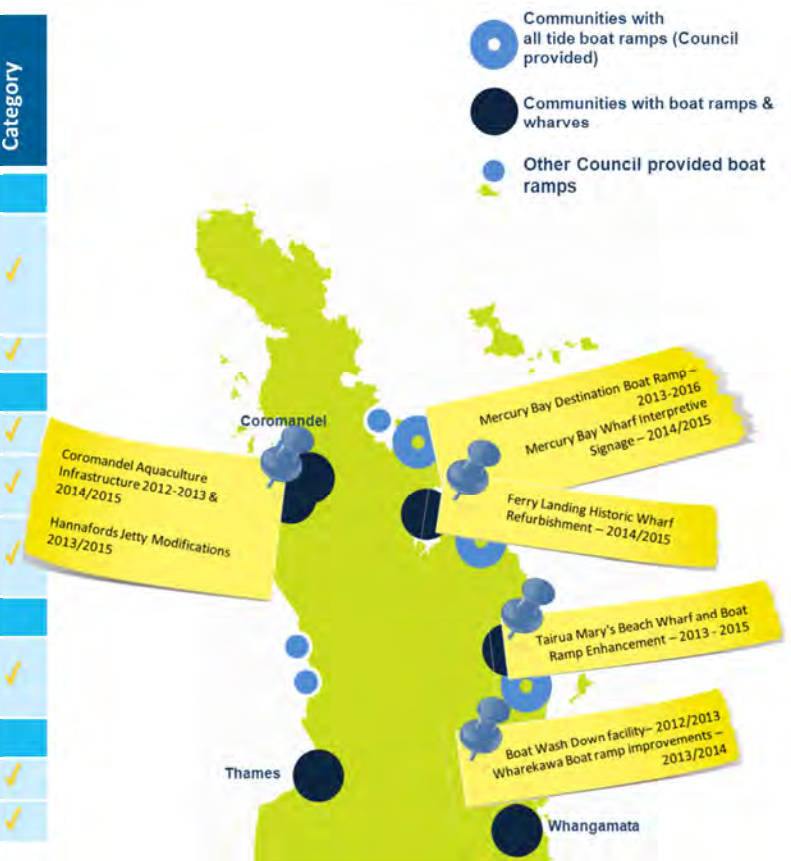
<sup>8</sup> These boat ramps are Kopu, Te Kouma, Whangapoua, Matarangi, Kuaotunu, Purangi, Tairua Wharf, Pauanui (Royal Billy), and Whangamata. Some of the parking will be on adjacent reserve or road.

<sup>9</sup> These are Coromandel, Port Charles, Whitianga, Tairua, and Whangamata.



## Major Projects

	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Category
<b>Coromandel/Colville</b>											
Coromandel aquaculture infrastructure (expansion to meet additional aquaculture farming demand)	\$850k		\$2.6m								✓
Hannafords Jetty Modification		\$275									✓
<b>Mercury Bay</b>											
Mercury Bay Destination Boat Ramp		\$1.5m									✓
Ferry Landing Historic Wharf Refurbishment			\$56k								✓
Mercury Bay wharf interpretive signage			\$22k								✓
<b>Tairua/Pauanui</b>											
Tairua Mary's Beach Wharf and Boat Ramp Enhancement	\$53k	\$119k	\$1.07m								✓
<b>Whangamata</b>											
Boat wash down facility	\$169k										✓
Wharekawa Boat Ramp		\$76k									✓



How Much It Will Cost

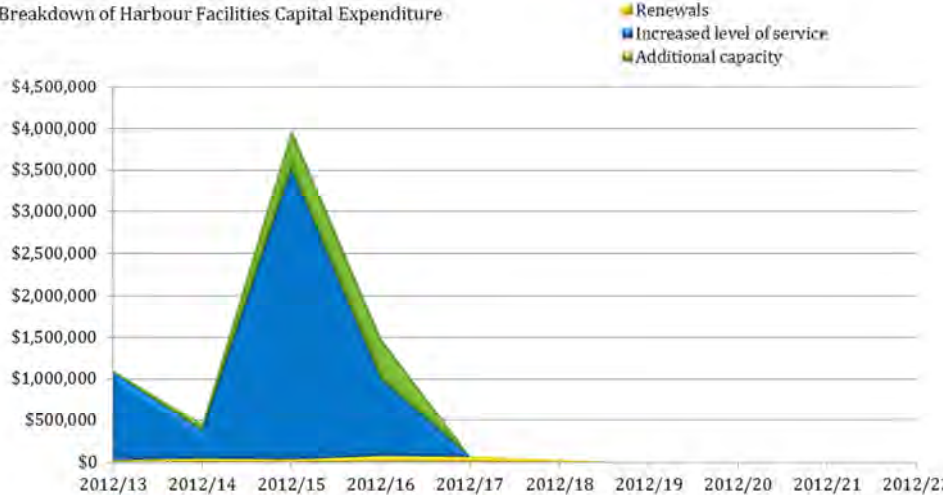
2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 11.43
Capital Expenditure	\$ 7.12
Total budgeted spend for Harbour Facilities for 2012-2022	\$ 18.55
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Harbour Facilities</b>	<b>1.51%</b>

Refer to Volume Two, page 105 for more detailed financial information regarding this activity.

The aquaculture infrastructure expansion is intended to be a partnership between the Council and the aquaculture industry which includes an upgrade of the Sugarloaf Wharf. This is subject to a business case and workable management plan being approved by the Council. The costs presented here in this plan are intended to be 100% recovered by industry revenue.

In 2012/2013 we'll also undertake a feasibility study for the expansion of the Coromandel wharf to allow the passenger ferry to dock in town. This will be funded partly from the Economic Development activity and partly from the local Social Development activity in Coromandel (total cost \$20,000)

The following graph shows what the capital expenditure required is for (renewals for maintaining services, increasing services or providing for new growth).



**How It Will be Funded**

Fees and charges are obtained from wharf users around our District, who are predominantly businesses, and from users of boat ramps in Whangamata and at the Sugarloaf, Coromandel. The collection of fees and charges therefore varies by community board area. The remainder of the operating expenditure is funded by a targeted rate to the local community.

Local communities are considered to benefit most from this activity due to the economic value generated from visitor and tourist access and commercial enterprise. There is direct benefit to commercial interests such as aquaculture operators (local and national) and other fishing operators and the tourism sector.

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rate	
LOW			HIGH	Development Contributions, Borrowing, Asset Sales, Depreciation, Targeted Rates, Fees and charges

**What's Changed Since the 2009-2019 Ten Year Plan?**

- In keeping with our intention to support aquaculture development, expansion of wharfage facilities in Coromandel is proposed to provide additional capacity to service increased aquaculture farming demands.
- The funding of this activity has changed as our and community boards' preferences are that boat ramp charges are implemented at the discretion of the community board. As such, the boat launching and amenity permit scheme is upheld at the Whangamata and the Sugarloaf, Coromandel boat ramps only.
- The Hannafords Jetty Modification project has been delayed one year for reasons of affordability.

- A new Ferry Landing Historic Wharf project has been introduced in 2014/2015 to complete refurbishments required
- The Tairua's Mary's Bay Wharf and Boat Ramp Enhancement project has been brought forward to reflect community priorities and renamed (this was previously referred to as Tairua Boat Ramp complex).

**Significant Negative Effects**

If harbour facilities are not well sited there can be negative effects on the environment in terms of visual intrusion and shoreline erosion. The use of harbour facilities can lead to noise, smells and fumes, pollution of the water (litter, spilt fuel, etc.), congestion and user conflicts. We endeavour to mitigate these effects through wide consultation and sound planning.



## Libraries

### What We Do

We provide and support a range of library services in our District. Council owned libraries have a shared district collection and have comprehensive digital access offering free internet access to customers. These libraries run a variety of community programmes and services to schools and the homebound.

There are other libraries in our District that are supported but not owned or managed by us. Service levels across these libraries vary.

### Contributing to Our District



The Libraries activity contributes to a **Liveable District** by contributing to informed, self-sustaining and healthier communities

### What It Includes

District library services	An integrated, district-wide service run by professionally trained Council staff operates in accordance with national guidelines for public libraries, open 42.5 hours per week. Includes children's programmes, housebound delivery service, postal delivery service, adult reading forum, interlibrary loan service and free internet.
Library collections	Selecting and acquiring library collection items and making them available
Local library support	Financial and/or professional support to independent local libraries

## What Services You Can Expect Us to Deliver

The Council provides library facilities for customers to access library services					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Communities with library facilities providing an integrated and district wide service (new measure)	Thames Whitianga Tairua	Thames Whitianga Tairua	Thames Whitianga Tairua	Thames Whitianga Tairua	Thames Whitianga Tairua
Communities with independently operated local libraries that are supported by the Council (new measure)	Whangamata, Coromandel, Pauanui, Hahei, Ferry Landing, Kuaotunu, Port Charles	Whangamata, Coromandel, Pauanui, Hahei, Ferry Landing, Kuaotunu, Port Charles	Whangamata, Coromandel, Pauanui, Hahei, Ferry Landing, Kuaotunu, Port Charles	Whangamata, Coromandel, Pauanui, Hahei, Ferry Landing, Kuaotunu, Port Charles	Whangamata, Coromandel, Pauanui, Hahei, Ferry Landing, Kuaotunu, Port Charles
Of those who have a view % residents and non-resident ratepayers satisfied with library services (new measure)	New	≥80%	Not measured	Not measured	≥90%

Customers have access to a range of current information in both print and digital format					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of library collection meeting: 3.0 - 3.5 items per local resident per library	>90%	>90%	>90%	>90%	<>90%
Number of user internet & WIFI sessions (new measure)	New	+5% from previous year	+5% from previous year	+5% from previous year	+5% from previous year

A constant choice of new materials and current information is available throughout the year					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of new items per 1000 resident local population added to the collection each year (new measure)	New	300-330	300-330	300-330	300-330

# Our Services: Community Spaces

The district libraries provide programmes for people to improve reading and literacy skills

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of participants satisfied with programmes (new measure)	70%	≥71%	≥72%	≥73%	≥75%

## Major Projects

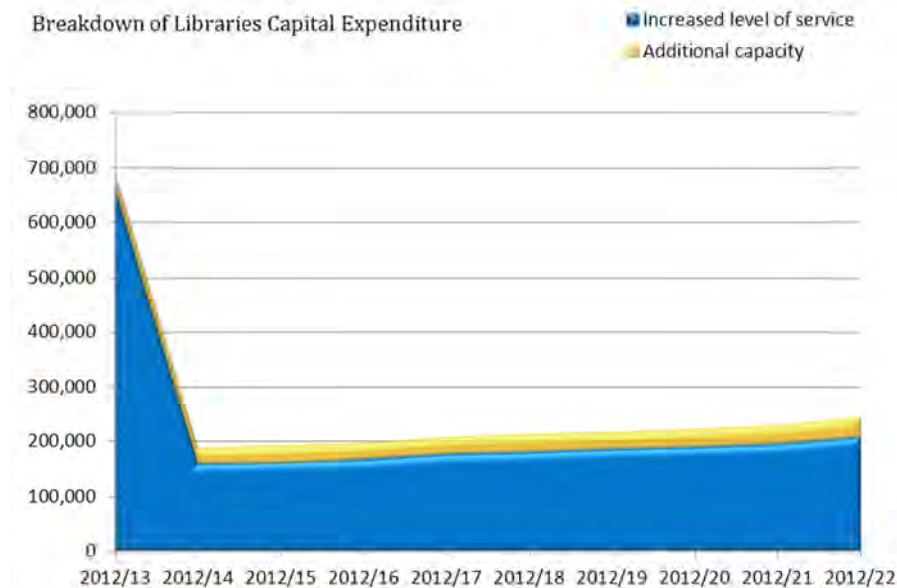
	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/2022	Category
<b>Thames Library</b>											
Thames library building repairs	\$506k										✓



## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 15.80
Capital Expenditure	\$ 2.61
Total budgeted spend for Libraries for 2012-2022	\$ 18.41
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Libraries</b>	<b>1.50%</b>

The following graph shows what the capital expenditure required is for (renewals for maintaining services, increasing services or providing for new growth). Refer to Volume Two, page 105 for more detailed financial information regarding this activity.



## Grants (in 2012/2013)

- Community libraries in Coromandel (\$12,000), Ferry Landing (\$1,300), Hahei (\$1,650), Kuaotunu (\$550), Pauanui (\$5,400) and Whangamata (\$49,872)

## How It Will be Funded

The low proportion of fees and charges reflects the benefit to individuals of this activity but recognises the limits to the extent of contribution that can be obtained from this funding source. The portion obtained from district uniform charge recognises the benefits of libraries that are available to everyone in our District. A targeted rate by board reflects that benefits are primarily available in the community board areas where each library is located. This funding arrangement is seen as the most appropriate way of ensuring most people can access the library at little or no charge, which is considered to be important for this activity.

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
LOW	LOW		HIGH	Development Contributions, Borrowing, Asset Sales, UAGC, Depreciation, Targeted Rates, Fees and charges

## What's Changed Since the 2009-2019 Ten Year Plan?

The extension of the Mercury Bay Library is no longer planned to occur in the 2012-2022 year period due to reprioritisation and affordability concerns.

## Significant Negative Effects

There are no significant effects identified.



## Parks and Reserves

### What We Do

The Parks and Reserves activity maintains an open space network to provide spaces for a variety of recreational and leisure purposes. The Coromandel Peninsula is located within the Hauraki Gulf Marine Park and is also made up of approximately one third conservation land, so open space is an important 'asset' for our District; however, we are not the only significant provider of parks and reserves. Our focus is on providing access to parks, reserves and playgrounds which (for the most part) can be used for recreational purposes.

### Contributing to Our District



The Parks and Reserves activity contributes to a **Prosperous District, a Liveable District and a Clean and Green District** by supporting a range of recreation, lifestyle and economic opportunities enabling the enjoyment of our unique natural environment and promoting good health and wellbeing while balancing environmental protection.

### What It Includes

• District community spaces	Acquisition, maintenance and improvement of community spaces which cater for a range of group sizes undertaking social gathering and recreation
• Local neighbourhood reserves	Acquisition, maintenance and improvement of local neighbourhood areas providing amenity and casual recreation opportunities
• Active recreation	Acquisition, maintenance and improvement of reserves for sport and active recreational use eg. sports fields, skate parks
• Indoor sports facilities	Facilities designed specifically for indoor sports and recreation use
• Playgrounds	A range of children's playgrounds throughout our District
• Information signage	Provision of information to park users and visitors eg. heritage
• Conservation areas	Parks providing a conservation purpose (of native forest and cultural heritage)
• Events booking process	Ability to use parts of a reserve for private purposes



## What Services You Can Expect Us to Deliver

The Council provides a range of parks and reserves within the District					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
m2 of reserve per property (rating unit):					
• District	50	48	48	48	45-47
• Thames CB <sup>10</sup>	32	30	30	30	28-30
• Coromandel CB	42	40	40	40	38-40
• Mercury Bay CB	51	51	54	54	48-50
• Tairua-Pauanui CB	76	75	75	75	70-74
• Whangamata CB	50	48	48	48	48
(refined measure)					
Of those who have a view:					
• residents and non-resident ratepayers	87%	≥85%	Not measured	Not measured	≥85%
• users <sup>11</sup>	87%	85%	85%	85%	85%
who are fairly/very satisfied with parks and reserves	(target was 85%)				
(refined measure)					

The Council provides dedicated sports facilities (beyond community centre spaces) in the District					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Communities with dedicated multi-purpose indoor leisure facilities	0	0	0	0	2
(new measure)					(Thames and Whitianga)

<sup>10</sup> CB = Community Board Area

<sup>11</sup> Measured with Park Check survey

### The Council provides playgrounds

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Number of children's playgrounds:					
• Thames / Thames Coast	9	9	9	9	9
• Coromandel / Colville	4	4	4	4	4
• Mercury Bay North	6	6	6	6	6
• Whitianga / Wharekaho	6	6	6	6	6
• Mercury Bay South	4	4	4	4	4
• Tairua	3	3	3	3	3
• Pauanui	17	17	17	17	17
• Whangamata / Onemana	7	7	7	7	7
• (new measure)					

### Parks and reserves are kept clean and tidy

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of parks and reserves related customer urgent enquiries resolved within 48 hours (refined measure)	85%	≥85%	≥85%	≥85%	≥85%

## Major Projects

	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Category
<b>Thames</b>											
New Thames Skatepark NB: 50% of this cost will be externally funded	\$161k										✓
Community Sports Facility		\$1m	\$1m			\$2m					✓
Rhodes Park car park seal				\$138k							✓
Burke St landfill landscape				\$144k							✓
<b>Mercury Bay</b>											
Mercury Bay sports ground land	\$2.6m										✓
Buffalo Beach Groynes	\$53k										✓
Matarangi Village Green development		\$49k									✓
Whitianga Taylors Mistake & Esplanade								\$250k			✓
<b>Whangamata</b>											
Island View Reserve Development	\$40k	\$92k									
Beach Road reserve development		\$114k									✓
Whangamata Harbour Walkway (Moana Anu Anu development)			\$542k								✓
Park Avenue reserve development		\$87k	\$135k	\$172k							✓
<b>Tairua/Pauanui</b>											
Tairua Youth Zone Project (Cory Park Domain)	\$100k										✓
Coastal Walkways		\$98									✓
Tairua Indoor Sports Facility									\$1.1m		✓

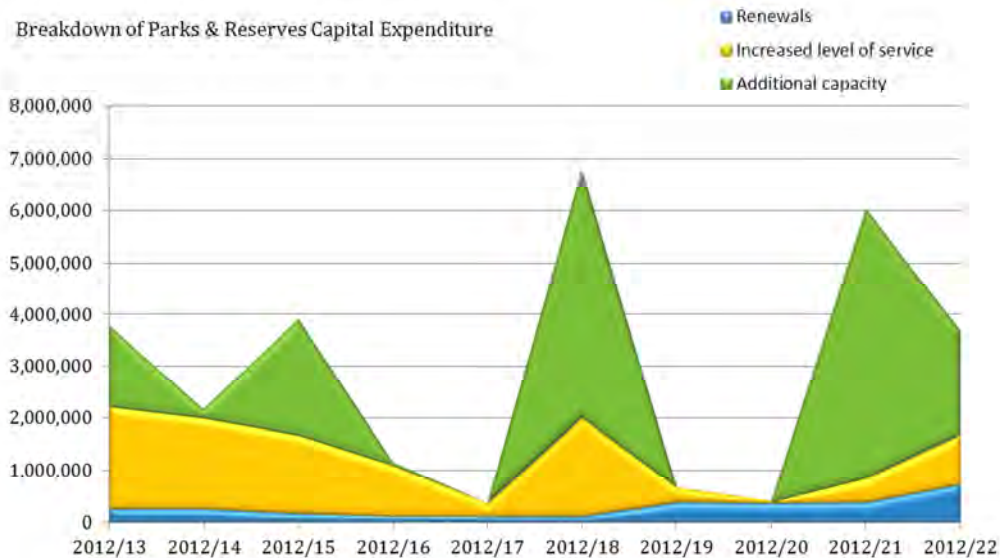
How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 64.70
Capital Expenditure	\$ 28.97
Total budgeted spend for Parks & Reserves for 2012-2022	\$ 93.67
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Parks &amp; Reserves</b>	<b>7.61%</b>

The following graph shows what the capital expenditure required is for (renewals for maintaining services, increasing services or providing for new growth). Refer to Volume Two, page 105 for more detailed financial information regarding this activity.



Breakdown of Parks & Reserves Capital Expenditure



## How It Will be Funded

Local communities are considered to primarily benefit from this activity as they have the best access to local parks and reserves, and because the parks and reserves in each board area contribute to that community's "sense of place".

This activity is funded mostly by targeted rate to local communities who have the best access and are the primary beneficiaries. The portion calculated by land value reflects the need to recognise affordability within communities. A small amount of funding is generated by user charges who may have exclusive access to areas of parks at times.

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rate	
LOW			HIGH	Development and Financial Contributions, Borrowing, Asset Sales, Depreciation, Targeted Rates, Fees and charges

## What's Changed Since the 2009-2019 Ten Year Plan?

- A number of project timings have changed due to changed priorities of projects but there is no impact on existing levels of service.
- A number of new projects have been introduced including:
  - an indoor sports facility in Thames
  - a new Thames skatepark (funded 50% externally)
  - Burke St (Thames) landfill landscape
  - Rhodes Park (Thames) car park seal
  - A contribution to the Tairua Sports Complex is included in the 2021/2022 year and would be conditional on the community confirming the priority and taking a lead in fundraising for this project.

- \$98k has been provided for Coastal Walkways in the Tairua-Pauanui Community Board Area to provide for urban linkages around the Harbour area.
- \$20k has been allocated in 2012/2013 year to confirm a concept for the Coromandel Sportsville project.
- A buffalo beach groynes project is included in the 2012/2013 year. Alternatives to groynes will be investigated when this project is completed. The Council intends to consider options for foreshore protection District wide
- The implementation of these projects has resulted after other planned projects have been rated as lower priorities.
- The Hot Water Beach development and Tangitarori Lane Reserve Development projects have been removed from the Ten Year Plan due to affordability reasons and reprioritisation.
- The amount of neighbourhood reserve land forecasted to be purchased has reduced in some areas due to slowed growth in new properties.
- The Mercury Bay Indoor Sports Facility has been removed from the plan as it is considered to be a lower priority at this stage.
- The Purangi Reserve project has been removed as it is no longer required.

## Significant Negative Effects

- The use of parks may create security, privacy and noise issues for park neighbours. Park design, layout, planting and fencing minimise any negative effects on nearby residents as a result of the park being used. Noise levels are required to comply with the district plan requirements.
- Use of park may create traffic problems in the vicinity of the park, especially for events. Plans to manage traffic are developed for affected parks and potential effects are taken into consideration during the design of facilities.



## Swimming Pools

### What We Do

Swimming and other water skills are considered important for our District with its extensive coastline. Swimming pools provide for recreational activity as well as facilities where people can receive education about water safety, and can learn safe practices associated with water activities which is important to minimise accidents involving water. The community benefits from having fewer deaths by drowning as a result of the confidence and water skills learned in a swimming pool.

We provide and support a range of swimming pool services in our District. A Council-owned pool in Thames provides for year-round access and a range of swimming programmes.

There are other swimming pools in our District that received financial support from, but are not owned or managed by, us. These are covered by the Social Development Activity.

### Contributing to Our District



The Swimming Pools activity contributes to a **Liveable District** by supporting a range of recreation, lifestyle and leisure opportunities and promoting good health and wellbeing.

### What It Includes

Thames Centennial Pool	All year swimming pool in Thames, including building a replacement pool.
Comprehensive swim programme	Learn to swim programmes, aquarobics programmes
(refer also to Social Development activity for local pool grants)	

## What Services You Can Expect Us to Deliver

The Council provides year round access to a swimming pool in Thames					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of hours per day and days per week that the Thames Centennial Pool is available:					
Summer	6 hrs,7 days	6 hrs,7 days	6 hrs,7 days	6 hrs,7 days	6 hrs,7 days
Winter	5 hrs, 6 days	5 hrs, 6 days	5 hrs, 6 days	5 hrs, 6 days	5 hrs, 6 days
(new measure)					
<i>Refer also to the Social Development Activity for non-Council owned pool services</i>					

The Council provides a range of aquatic programmes available at the Thames Centennial Pool					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of Learn to Swim programmes available each school year (4 terms)	4	4	4	4	4
(new measure)					
# of aquarobic programmes offered per year	60	60	60	60	60
(new measure)					

The pools are clean, safe and enjoyable places to visit					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Achievement of ACC Poolsafe accreditation	Achieved	Achieved	Achieved	Achieved	Achieved
(new measure)					

## Major Projects

	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Category
Replacement swimming pool for Thames									\$5m		✓



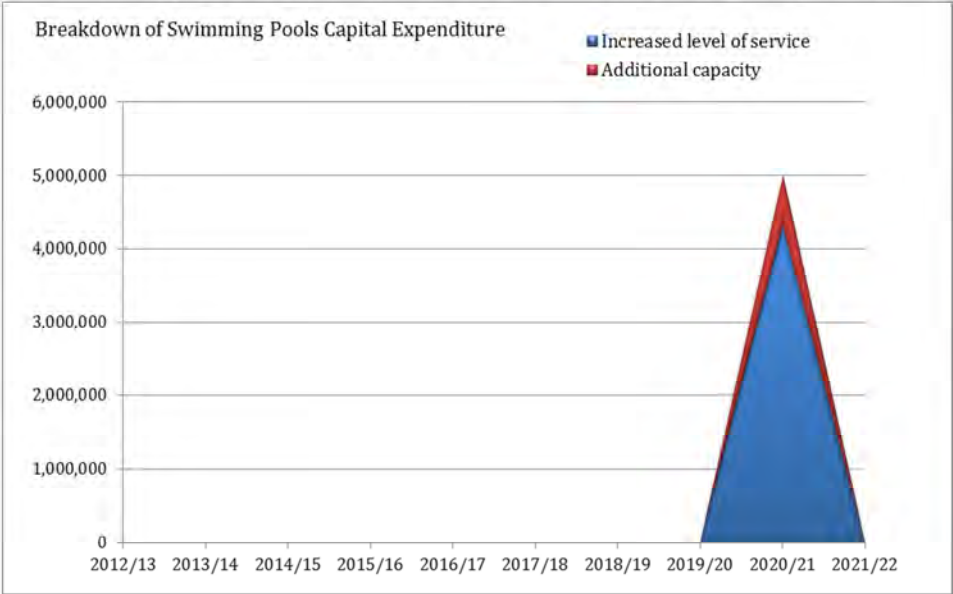
Please note that we have allocated a budget of \$5 million dollars for a replacement swimming pool in Thames.

We expect that this project will cost in the vicinity of \$15 million dollars, depending on the scope of the project. This project will involve further community consultation before proceeding and we expect the community to raise funds to contribute towards this project in order for this to eventuate.

## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 5.95
Capital Expenditure	\$ 5.0
Total budgeted spend for Swimming Pools for 2012-2022	\$ 10.95
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Swimming Pools</b>	<b>0.89%</b>

The following graph shows what the capital expenditure required is for (renewals for maintaining services, increasing services or providing for new growth). Refer to Volume Two, page 105 for more detailed financial information regarding this activity.





**How It Will be Funded**

We see, on the whole, the benefits of pools accruing to our communities in which they are available. We operate a swimming pool in Thames only. Funding is provided to community pools in Whitianga, Whangamata and Coromandel but this is made available through the Social Development budget as a community grant.

User fees and charges are applied as individuals benefit directly from this activity, however a higher percentage of revenue from user fees and charges would present affordability issues to many users. The remainder of the funding is obtained via a targeted rate fixed charge by community board area (Thames only).

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
LOW			HIGH	Development Contributions, Borrowing, Asset Sales, UAGC, Depreciation, Targeted Rates, Fees and charges

**What's Changed Since the 2009-2019 Ten Year Plan?**

A replacement swimming pool for Thames has been included in 2020/2021 due to reprioritisation of projects, and as the current pool asset is nearing the end of its life.

**Significant Negative Effects**

No significant effects have been identified.





Community Development means that we work with local community groups and organisations to develop ways to improve the well-being of both individuals and communities as a whole. By helping increase a community's capacity for and participation in projects and programmes to improve quality of life, more can be accomplished than by us acting alone. Our role is to promote projects to increase the wealth of our District, enhance access to health, education and networking opportunities, and to help identify and reduce obstacles to the improvement of quality of life within communities. Through these activities, we provide funding to local organisations that focus on community benefit or the growth of local business initiatives that are considered to be of economic benefit to our district.

This activity group includes the following activities:

- **Economic Development** - Increasing the wealth of the people and the viability of the businesses on the Peninsula.
- **Social Development** - Promoting the social wellbeing of our diverse communities.

### Contributing to Our District

The Community Development activity group contributes to a **Prosperous District, a Liveable District and a Clean and Green District** by supporting sustainable and appropriate growth opportunities. The activity group also supports a range of initiatives that promote social wellbeing and reflect community responsibility.



We will be successfully contributing to our District if:

- the GDP rate of the District is maintained or increases \*(measured annually)
- the % of unemployed in our District decreases \*(measured annually)
- the deprivation level of the resident population improves \*(measured five yearly)
- resident satisfaction with their quality of life is maintained or increases \*(measured three yearly).
- residents agreement that their community is a place where young people can imagine building a life maintains or increases \*(measured three yearly).

\*since last reported on in the Council's Annual Report

### Delivering on the Coromandel Peninsula Blueprint



This activity group helps build sustainable communities where generations can live, work and enjoy the Peninsula. Social wellbeing and economic opportunities are critical to enabling people to stay and see a future on the Peninsula. The Council undertakes a wide and balanced range of social wellbeing programmes to improve quality of life. It is also promoting economic growth by supporting aquaculture development and considering how it can provide a business friendly environment.

## Economic Development

### What We Do

We consider that economic development is a priority now more than ever. We are in the midst of developing an economic development strategy, which will be completed in 2012, to make sure that all the planning and activities that we deliver are conducive to, and support our economy where ever possible. Through partnerships and working with others, we will continue to support diverse economic development opportunities in our District. In the meantime, this activity continues to draw on the economic opportunities of the Peninsula's natural setting such as the tourism sector and is also retaining its focus to include aquaculture growth. To support aquaculture development we are intending to expand wharfage facilities in Coromandel to provide additional capacity to service increased aquaculture farming demands. See the **Harbour Facilities activity section** for further information.

### Contributing to Our District



The Economic Development activity contributes to **a Prosperous District, a Liveable District and a Clean and Green District** by helping to create an environment that enables our economy to grow sustainably and appropriately. This activity promotes job creation which contributes to building liveable communities.

## Our Services: Community Development

### What It Includes

Sub-regional economic development strategy	Identifying where we should focus our efforts and how. Includes supporting and participating in the sub-regional economic development group
Regional tourism organisation	Supporting tourism marketing to increase income from the tourism sector
Economic Development agencies	Supporting local economic development agencies, which includes local visitor information centres
Aquaculture industry	Promoting and advocating for the aquaculture industry
Combating labour market skill shortages	Participating in a sub-regional labour market forum
Events	Supporting information centres to co-ordinate events
Advocate	Advocating for new economic development initiatives e.g. Hauraki Rail Trail Cycleway
Land holdings	Owning and receiving income from commercial land and buildings
Freedom camping	Promoting responsible freedom camping throughout the District

### What Services You Can Expect Us to Deliver

The Council supports the promotion of the Coromandel Peninsula as a national and international tourism destination					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of days that visitor information centres are open per annum in Thames, Whangamata, Whitianga (new measure)	364	364	364	364	364
% increase in visitor guest nights	600,000	≥+5% from previous year	≥+5% from previous year	≥+5% from previous year	≥+5% from previous year

# Our Services: Community Development

The Council advocates for and facilitates sustainable business development and new business investment on the Coromandel Peninsula

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of key performance indicators achieved by Destination Coromandel (as set in its annual strategic marketing plan) (new measure)	New	≥85%	≥85%	≥85%	≥85%
% of the District's business community that are satisfied or more than satisfied with the Council's overall performance in the economic development activity. (new measure)	New	≥75%	≥75%	≥75%	≥75%
% increase in the total number of businesses in the our District (new measure)	4,121	Maintain or ≥1% increase from previous year	Maintain or ≥1% increase from previous year	Maintain or ≥1% increase from previous year	Maintain or ≥1% increase from previous year
Demonstrated engagement in economic development advocacy initiatives (new measure)	New	Maintain or increase engagement from previous year	Maintain or increase engagement from previous year	Maintain or increase engagement from previous year	Maintain or increase engagement from previous year

## Our Services: Community Development

### Major Projects

	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Category
Selling of surplus property holdings	We will be considering the selling of surplus property holdings that we do not require in future. Proposals will be identified in the draft 2015-2025 Ten Year Plan.										✓
Red Bridge Road Area, Tairua Investigations	\$20k										✓
Support for relocation of Thames i-site	\$10k										✓
Tourism gateway signage	\$26k	\$27k									✓
Campervan dump stations	\$26k	\$22k	\$22k								✓

### Grants (in 2012/2013)

- Local economic development agencies, which includes visitor information centres (\$345,000 per annum)
- Destination Coromandel (\$375,000 per annum)

### How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 13.64
Capital Expenditure	\$ 0.12
Total budgeted spend for Economic Development for 2012-2022	\$ 13.76
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Economic Development</b>	<b>1.12%</b>

100% of capital expenditure associated with this activity is to increase levels of service.

Refer to Volume Two, page 119 for more detailed financial information regarding this activity.



## How It Will be Funded

There are two distinct components to the Economic Development activity, one with a district-wide focus that promotes initiatives to provide benefits across our District and one with a local focus, which has been established to cover decisions to provide additional expenditure for local economic development purposes.

The district-wide component benefits the whole community to an extent by ensuring a co-ordinated approach to economic development. If our District is prosperous, then everyone should share to some degree in that prosperity.

Although everyone may benefit to some degree, we consider that for the district component, the benefits of supporting economic growth most directly affect businesses in our District. A targeted rate on the value of improvements on commercial and industrial properties means that businesses contribute a greater proportion as they are primary beneficiaries. A medium proportion of funding from a District-wide uniform charge makes up the remainder, recognising the benefits to our District as a whole from this activity.

Component	Funding of Operating Expenditure				Funding of Capital Expenditure
	Fees and Charges	UAGC	General Rate	Targeted Rates	
District	LOW	LOW		MED	Borrowing, Asset Sales, UAGC, Depreciation, Targeted Rates
Local				HIGH	

## What's Changed Since the 2009-2019 Ten Year Plan?

- We are broadening our support from a primary tourism focus. We are increasing our contribution to the aquaculture industry and still completing an economic development strategy to identify where we should focus our resources to gain the greatest economic benefit.
- The reduction in funding of visitor information centres that was intended in the 2009-2019 Ten Year Plan was subsequently over turned and the funding amounts are now increased in this Ten Year Plan.
- A local economic development rate has been provided as outlined above.
- Given our increased focus in economic development, we've now included:
  - a project to work with the New Zealand Motorhomes and Caravan Association to develop more campervan dump-stations (\$70k, 2012/2013 - 2014/2015)
  - funding for Coromandel gateway signage welcoming visitors to our district (\$53k, 2012/2013 - 2013/2014)
- We'll also undertake a feasibility study for the expansion of the Coromandel wharf to allow the passenger ferry to dock in town. This will be funded partly from the Economic Development activity and partly from the local Social Development activity in Coromandel (\$20k, 2012/2013)
- In the 2012/2013 year we will also be preparing an events strategy to focus our contribution to events both at a district and local level.
- We have allocated \$20,000 per year as an assistance package for economic development.

## Significant Negative Effects

No significant effects have been identified.



## Social Development

### What We Do

Many factors influence the social wellbeing of our communities. We have determined that we need to consider the extent to which we are capable of addressing these issues and the cost of doing so. We will do this through identifying the social issues facing our District and then our proposed response. Collaboration with other agencies is important to enable efficient use of resources and better co-ordinate and target social development investment. Throughout 2012/2013 we will be reviewing this activity to ensure our contributions are efficient and focussed on our highest priority areas.

### Contributing to Our District



The Social Development activity contributes to a **Prosperous District and a Liveable District** by promoting the health and social wellbeing of communities and individuals, strengthening the local workforce capacity and supporting initiatives that promote community responsibility.

## Our Services: Community Development

### What It Includes

• Social wellbeing strategies	Identifying where we will focus our efforts
• Community pools	Providing grants for community swimming pools
• Advocacy	Advocacy for social matters on behalf of our District and local communities
• Social service co-ordination	Through Social Services Waikato
• Health education	Through the Life Education Trust
• Physical health through sports	Through Sports Waikato
• Creative arts	Creative Arts New Zealand grants
• Local community grants	Supporting local action through an annual funding application process such as support for events and museums
• Ongoing community grants	Supporting community groups in local initiatives through ongoing funding
• Pensioner housing	Leasing out of Council land for community provided pensioner housing, and acting as guarantors
• Positive ageing	Contributing to creating an environment for positive ageing
• Community patrols	Supports night time community patrols in Whitianga and Thames to minimise crime
• Rates remission	Provides for rates remissions in accordance with the Council's policy

### What Services You Can Expect Us to Deliver

The Council promotes community empowerment through supporting community-driven initiatives					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of funds distributed that comply with the Council's community grant criteria <sup>1</sup> :					
• Thames	100%	100%	100%	100%	100%
• Coromandel-Colville	100%	100%	100%	100%	100%
• Mercury Bay	100%	100%	100%	100%	100%
• Tairua-Pauanui	100%	100%	100%	100%	100%
• Whangamata	100%	100%	100%	100%	100%
(new measure)					

<sup>1</sup> The criteria for community grants are published with the community grant application form. The criteria are consistent across the District.

## Our Services: Community Development

### The Council supports the development and strengthening of social service networks

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of social service programmes delivered in the district by Social Services Waikato including: <ul style="list-style-type: none"> <li>Funding advice</li> <li>Relationship building</li> <li>Crisis management</li> <li>(new measure)</li> </ul>	8	8	8	8	8

### The Council supports the provision of health education and physical health

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of life education sessions held with participating schools in the District for students aged 5-13 years (new measure)	2	2	2	2	2
# of physical activity programmes delivered by Sports Waikato	8	8	8	8	8

### The Council supports opportunities for people to participate in, experience and enjoy the arts

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of creative communities funding rounds held per year (new measure)	2	2	2	2	2

### The Council supports the provision of residential housing for older persons

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of pensioner housing units provided in Thames, Coromandel and Whitianga (new measure)	51	58	58	58	58

## Our Services: Community Development

### The Council supports the provision of seasonal swimming pools in Whitianga, Whangamata and Coromandel

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of weeks that pools are open for use each summer:					
<ul style="list-style-type: none"> <li>Whitianga</li> </ul>	8 hours per day mid Dec to Easter	8 hours per day mid Dec to Easter	8 hours per day mid Dec to Easter	8 hours per day mid Dec to Easter	8 hours per day mid Dec to Easter
<ul style="list-style-type: none"> <li>Whangamata</li> </ul>	26 weeks per year	26 weeks per year	26 weeks per year	26 weeks per year	26 weeks per year
<ul style="list-style-type: none"> <li>Coromandel</li> </ul>	10 hours per day during week	10 hours per day during week.	10 hours per day during week.	10 hours per day during week.	10 hours per day during week.
<ul style="list-style-type: none"> <li>(new measure)</li> </ul>	5 hrs per day on weekends	5 hrs per day on weekends	5 hrs per day on weekends	5 hrs per day on weekends	5 hrs per day on weekends

### The Council supports crime minimisation initiatives within communities

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Communities with community night patrols that are financially supported by the Council (new measure)	Whitianga & Mercury Bay South, Whangamata, Thames	Whitianga & Mercury Bay South, Whangamata, Thames	Whitianga & Mercury Bay South, Whangamata, Thames	Whitianga & Mercury Bay South, Whangamata, Thames	Whitianga & Mercury Bay South, Whangamata, Thames

## Our Services: Community Development

### Major Projects

	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Category
Completion of social wellbeing strategies - youth - disability											✓
Supporting the provision of pensioner housing in Coromandel - additional seven units											✓

### Grants (in 2012/2013)

- Community Arts Council (\$718)
- Life Education Trust (\$11,973)
- Sports Waikato (\$81,412)
- Waikato Social Services (\$22,897)
- Housing for the Elderly (\$20,000)
- Coromandel Independent Living Trust (\$20,780)
- Community Grants in Thames (\$25,000), Coromandel (\$17,500), Mercury Bay (\$40,000), Tairua-Pauanui (\$37,000) and Whangamata (\$30,000)

#### Thames:

- Citizens Advice Bureau (\$818)
- Tapu Fire Brigade (\$3,273)

- Puriri Fire Brigade (\$3,273)
- Thames Youth Centre (\$3,273)
- Thames Museum (\$2,182)
- Bella Street Pumphouse Society (\$2,182)
- Thames Citizen Band (\$2,182)
- Thames Mineralogical Museum (\$2,182)
- Thames Community Patrol Charitable Trust (\$12,790)
- Miscellaneous (\$26,845)
- Events (\$15,000)

#### Coromandel/Colville:

- Coromandel Swimming Pool (\$5,000)
- St John Ambulance (\$11,000)

#### Mercury Bay:

- Mercury Bay Museum Society (\$22,500)
- Mercury Bay Community Pool (\$135,000)
- Mercury Bay Community Patrol (\$6,700)
- Destination Mercury Bay - Events (\$20,000)
- Destination Mercury Bay - Fireworks (\$10,000)
- Tsunami Planning (\$5,000)

#### Whangamata

- Community Swimming Pool Society (\$35,000)
- Whangamata Summer Festival (\$20,000)
- Events (\$10,000)
- Whangamata Night Owls (\$5,000)

## Our Services: Community Development

- Additional Summer Law Enforcement (\$4,500)
- Community Grants (\$30,500)

### How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 14.63
Capital Expenditure	\$ -
Total budgeted spend for Social Development for 2012-2022	\$ 14.63
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Social Development</b>	<b>1.19%</b>

There is no capital expenditure associated with the Social Development activity. Refer to Volume Two, page 119 for more detailed financial information regarding this activity.

### How It Will be Funded

There are two distinct components to the Social Development activity, one that focuses on delivering services that provide benefits district-wide and a second that focuses on services to local communities. The activity as a whole provides a vehicle to service social needs at both a district and local level by fostering relationships and partnerships with external and internal parties that are able to best service these needs.

The support of social needs is important in achieving healthy communities.

The component of this activity that funds district-wide programmes for social development is funded entirely by the general rate (district, land value), which reflects that there are affordability issues for some sectors of our District.

The component that deals with local grants to communities is totally funded by targeted rate by board area (land value) which recognises that the benefits are specific to the community receiving the grant but also recognises that there are affordability issues for some sectors of the community.

Component	Funding of Operating Expenditure				Funding of Capital Expenditure
	Fees and Charges	UAGC	General Rate	Targeted Rate	
District			HIGH		Not applicable
Local				HIGH	

### What's Changed Since the 2009-2019 Ten Year Plan?

- In 2011, we made a decision to act as guarantors for the Coromandel Independent Living Trust to receive a loan for the building of seven new pensioner housing units on Council land.
- In place of a social impact assessment and social wellbeing strategy we will be partnering with others in the development of both a youth and disability strategy.
- Throughout 2012/2013 we will also be reviewing the effectiveness of this activity.
- We have allocated \$100k funded from the Mercury Bay Community Board Area as a grant for the Mercury Bay Pool replacement pump and filter.
- We have allocated an additional \$15,000 funded from the Thames Community Board Area for events in Thames.

### Significant Negative Effects

No significant effects have been identified.



Stormwater is the result of heavy or sustained rainfall resulting in the need to manage the disposal of surface water. Stormwater and land drainage means the prevention of ponding of rainwater runoff that cannot be absorbed quickly enough.

The Coromandel is particularly vulnerable to heavy rainfall due to its geography. We have a number of stormwater systems to manage runoff and reduce surface ponding that can lead to risks to public health, safety and property.

This activity group includes the following activities:

- **Stormwater** - Ensuring that stormwater is controlled and disposed of, and when required treated, in order to protect people's health, safety and property.
- **Land Drainage** - Safeguarding the environment, including land and buildings, through the provision and maintenance of an effective and efficient drainage system in the geographic districts included in the schemes.



# Stormwater Activity Group

### Contributing to Our District

The Stormwater activity group contributes to a **Prosperous and a Liveable District** by minimising the risk of damage to properties, and creating a safer living and working environment.



We will be successfully contributing to our District if:

- the number of dwellings reported to be inundated with stormwater during a 1 in 10 storm event decreases \*(measured annually).  
\*since last reported on in the Council's Annual Report

### Delivering on the Coromandel Peninsula Blueprint



This activity supports having resilient and liveable communities, through minimising flooding to buildings during heavy rain events. The Blueprint expects this activity to include practicing good guardianship and avoid compromising the input of nutrient and sediment into waterways.



## Stormwater

### What We Do

Stormwater systems collect and dispose of stormwater to limit the effects of surface water ponding. We have a number of stormwater systems throughout our District to manage run-off and reduce surface water ponding that can lead to risks to public health and safety, damage to property and to avoid dangerous road conditions.

### Contributing to Our District



The Stormwater activity contributes to a **Prosperous District and a Liveable District** by minimising the risk of damage to properties, and creating a safer living and working environment.



We are required by law to maintain the current stormwater schemes.

### What It Includes

<ul style="list-style-type: none"> <li>Stormwater catchment and network planning</li> </ul>	The drainage system consists of over 200km of stormwater pipes, more than 8,000 manholes and other drainage structures
<ul style="list-style-type: none"> <li>Stormwater collection and disposal</li> </ul>	4 pump stations
<ul style="list-style-type: none"> <li>Note: Kopu land drainage has been merged into this activity.</li> </ul>	

## What Services You Can Expect Us to Deliver

The Council's stormwater services protect habitable areas from flooding					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Number of dwellings inundated with stormwater during a storm event with a 10% estimated return period <sup>1</sup> (new measure)	<20	<20	<22	<25	<15
% of operational resource consent conditions complied with throughout the year (new measure)	100%	100%	100%	100%	100%

The Council provides a responsive stormwater request service					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of urgent requests for service responded to within one day <sup>2</sup>	90%	≥90%	≥90%	≥90%	≥90%
Of those who have a view, % of residents and non-resident ratepayers satisfied with the stormwater systems (refined measure)	68%	≥68%	Not measured	Not measured	≥73%

<sup>1</sup> A storm event that due to its magnitude only has a 10% chance of occurring in any given year.

<sup>2</sup> Urgent requests for service include stormwater reticulation flooding i.e. surface flooding and pipe blockage

## Major Projects

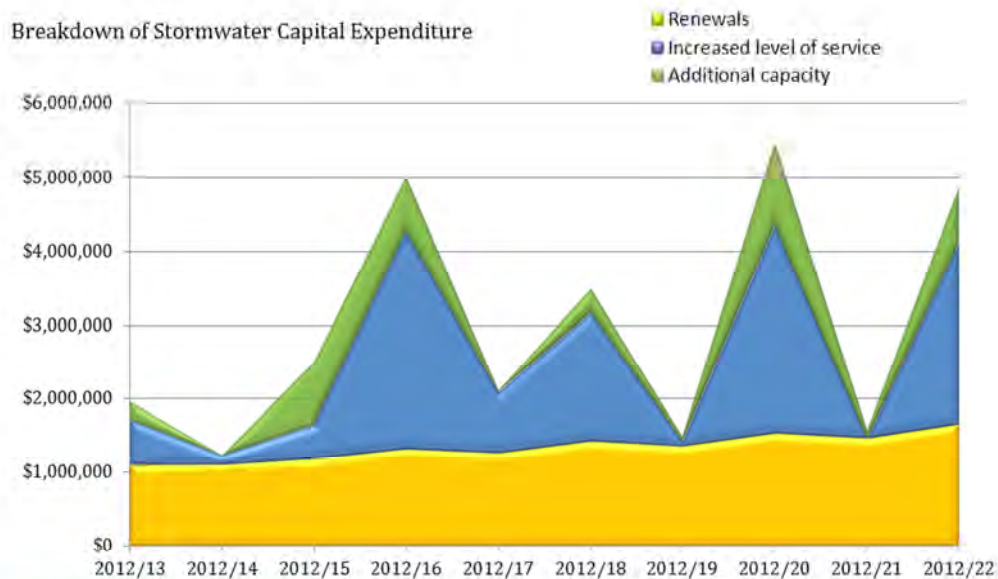
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	Category
<b>Thames</b>											
System improvements							\$2m				✓
Parawai stormwater upgrade				\$1.38m							✓
Thames area of benefit extension								\$214k			✓
<b>Coromandel/Colville</b>											
System improvements							\$520K				✓
<b>Mercury Bay</b>											
Whitianga Town Centre upgrade (as part of town centre upgrade)			\$1.5m								✓
Whitianga system improvements							\$2.5m				✓
Mercury Bay other system improvements							\$1.7m				✓
Matarangi system improvements						\$1.1m					✓
<b>Tairua/Pauanui</b>											
Tairua system improvements							\$447k				✓
Pauanui system improvements							\$1.2m				✓
<b>Whangamata</b>											
Onemana system improvements							\$315k				✓
Whangamata system improvements							\$2.8m				✓



## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 41.94
Capital Expenditure	\$ 29.68
Total budgeted spend for Stormwater for 2012-2022	\$ 71.62
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Stormwater</b>	<b>5.82%</b>

The following graph shows what the capital expenditure required is for (renewals for maintaining services, increasing services or providing for new growth). Refer to Volume Two, page 127 for more detailed financial information regarding this activity.



## How It Will be Funded

The provision of adequate stormwater collection systems benefits the whole District in preventing ponding of rainwater and landslips, helping ensure the public's safety. Without appropriate stormwater management, people would not be able to move freely around our community to go about their normal business. The Stormwater activity is also necessary for protecting and maintaining access to dwellings and other buildings. The extensive stormwater collection services provided in high-use public areas benefit the broader community, such as rural residents who visit or obtain goods or services from urban areas.

A portion of funding for this activity is therefore obtained through district-wide rates because there are general benefits to all ratepayers from the management of stormwater in urban areas. A larger portion of rates is targeted to those who directly receive the service, as these direct beneficiaries can be identified.

We consider that water supply, wastewater, stormwater, district transportation and solid waste activities are essential services for our District and should therefore be funded by the District community. (Further detail regarding this is contained in the **Financial Strategy**). For the time being, the funding for the stormwater activity will remain unchanged. We will consider changing the funding of the stormwater activity to full District funding when developing the 2015-2025 Ten Year Plan. We have chosen not to immediately implement full District funding of stormwater in order to moderate what would otherwise be substantial movements for some members of our community, given the changes being made this time around to the water activity.

The implications of this change are as follows:

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
		LOW	HIGH	Development contributions, Borrowing, Asset Sales, Depreciation, General Rates, Targeted Rates

We have made changes to the stormwater catchment areas. This means changes for those who will be charged for stormwater.

Whilst for those communities with rating units with an average stormwater asset value or \$1,000 or greater, the charge will remain the same, communities with a stormwater rating unit asset value of *less than* \$1,000 pay a 0.6 differential charge (calculated on both the stormwater targeted rate and charge). Communities with no stormwater assets will receive no charge.

	Coromandel Colville Board Area	Mercury Bay Board Area	Tairua/ Pauanui Board Area	Whangamata Board Area	Thames Board Area
<b>Communities that have previously had a full charge, but will reduce to a 60% charge</b>	Te Kouma*	Kuaotunu West Wharekaho	None	None	Hikutaia
<b>Communities that have previously had a full charge that will now have no charge</b>	None	Otama Rings Beach#	None	None	Kauaeranga Matatoki Puriri Whakatete Bay
<b>Communities where a 60% charge is now introduced</b>	Kennedy Bay, Tuataewa	None	None	Oputere	None

\*This excludes properties 399, 401, 403, 405 and 407 Te Kouma Road as we consider these properties to be outside the catchment boundary for Te Kouma.

# In the 2012/2013 year we will undertake further review and reconsider whether stormwater charges for Rings Beach should be reinstated.

Refer to the **Revenue and Financing Policy** for further information.

### What's Changed Since the 2009-2019 Ten Year Plan?

- Systems improvement programmes have been removed for three years for reasons of affordability. The implications are an increase in the number of dwellings which can be inundated with stormwater during a storm event that is expected to occur once every ten years. There is a possibility that there will be some escalation of cost when the work commences.
- The Tairua Grahams Creek project has been shifted to the District Transportation activity and is called the Tairua Manaia Road Causeway project.
- The Pauanui Outfall upgrades have been delayed by two years to reduce costs to the ratepayer, however there is a possibility that deferral may result in some cost increases.
- The funding by area of service has changed as outlined above.

### Significant Negative Effects

Stormwater which is not appropriately managed can degrade the quality of waterways, water bodies and property particularly during heavy rainfall. It can also cause illness in cases of direct contact with contaminants. Stormwater infrastructure can be unsightly if not appropriately sited, designed, operated and maintained.

This is mitigated through appropriate management of resources and ensuring operations and maintenance is undertaken in line with relevant legislation and best practice. Renewals and upgrades are undertaken to ensure systems are fit for purpose.





## Land Drainage

### What We Do

The function of land drainage is to reduce the impact of flooding on farm properties. The Land Drainage Activity is specific to two areas south of Thames being Matatoki and Wharepoa. It is managed on a day to day basis by Land Drainage Committees (outside of the Council).

### Contributing to Our District



The Land Drainage activity contributes to achieving a **Prosperous District** by helping to maintain a productive agricultural sector.

### What It Includes

• Maintenance of rural farm drains	Collection of rates revenue and distributing funds back to Land Drainage Committee programmes
------------------------------------	-----------------------------------------------------------------------------------------------

## What Services You Can Expect Us to Deliver

Land drainage schemes in Matatoki and Wharepoa are maintained to reduce the impact of flooding on farm properties

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of requests for maintenance of land drains actioned within 10 working days (new measure)	100%	100%	100%	100%	100%

## Major Projects

There are no major projects.

## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 0.49
Capital Expenditure	\$ -
Total budgeted spend for Land Drainage for 2012-2022	\$ 0.49
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Land Drainage</b>	<b>0.04%</b>

There is no capital expenditure associated with this activity. Refer to Volume Two, page 127 for more detailed financial information regarding this activity.

## How It Will be Funded

As the land drainage schemes are very much localised and small in nature they are not considered to provide benefits District-wide. As such, we use targeted rates, which apply primarily to those who receive direct benefit from the service.

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
			HIGH	Not applicable

## What's Changed Since the 2009-2019 Ten Year Plan?

- We have merged the Kopu land drainage scheme with the Stormwater activity, as in practice, the function of the two schemes is the same.
- Over the next three years, we will continue to consider exiting or merging the remaining schemes in this activity to create efficiencies. Any resulting changes will be proposed in our 2015-2025 Ten Year Plan. We will work with people directly affected in the meantime.

## Significant Negative Effects

No significant negative effects have been identified.



# Wastewater Activity Group

The Wastewater activity group means the collection, treatment and safe disposal of wastewater (sewage) from properties and businesses. As well as providing a convenience to households, (being able to dispose of wastewater easily), the proper management of the District's wastewater is important in order to maintain public and environmental health. In areas where they are in place, wastewater systems help protect the environment by ensuring that raw wastewater does not infiltrate the catchments and coastal areas.

This activity group includes the following activity:

- **Wastewater** - To collect, treat and dispose of wastewater efficiently ensuring public and environmental health.

### Contributing to Our District

The Wastewater activity group plays an important role in contributing to a **Prosperous District, a Liveable District and a Clean and Green District** by providing essential infrastructure to urban communities, ensuring a high standard of public health while protecting our unique natural environment.



We will be successfully contributing to our District if:

- the % of stream water samples meeting environmental standards and guidelines for safe swimming and ecological health is maintained or increases \*(measured annually).
- % of resident satisfaction with the quality of rivers and waterways is maintained or increases \*(measured three yearly).

\*since last reported on in the Council's Annual Report

### Delivering on the Coromandel Peninsula Blueprint



The wastewater activity is delivered to help protect our environment and public health. This is important as one of the Blueprint's bottom lines is retaining the quality of our soil and water. This activity will continue to provide wastewater services in serviced settlements, but will increasingly focus on the three main centres of Thames, Whitianga and Whangamata where we expect growth to be concentrated in the longer term.



## What We Do

The Wastewater activity involves collecting, treating and disposing of wastewater or sewage from properties and businesses. This is regarded as an important service to the communities of the Coromandel Peninsula as it helps ensure our important environmental values are protected, for example having clean and healthy waterways.

We have invested significantly in wastewater infrastructure over recent years. As a result, the eastern seaboard is no longer of primary focus for increased works. Extensions and upgrades are still planned for a number of communities over the ten year period.

We are required to maintain our current wastewater schemes by law. The way in which schemes are managed and provided is also subject to legal requirements.

## What It Includes

Wastewater collection and disposal in urban areas	Operate and maintain ten wastewater systems in the District - Thames, Coromandel, Whitianga, Matarangi, Cooks Beach, Hahei, Tairua/Pauanui, Whangamata, Onemana and Oamaru Bay
Wastewater treatment	Processing wastewater so that it is suitable for disposal
Biosolids to compost	Production of compost from wastewater biosolids, phased in over time
Forestry management	Managing forest areas where treated wastewater is disposed of
Trade waste	Administration of new trade waste by law to change behaviour and remove hard to process content before it enters the wastewater system

## What Services You Can Expect Us to Deliver

Wastewater services for household and business use will be provided in urban communities					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Treatment plants where there is a capacity constraint <sup>1</sup> (new measure)	New	Matarangi Oamaru Bay Hahei	Matarangi Oamaru Bay Hahei	Matarangi Oamaru Bay Hahei	Matarangi Oamaru Bay Hahei
# of wastewater blockages per 1,000 connections	≤12	≤12	≤12	≤12	≤12
% of urgent requests <sup>2</sup> responded to within one day	90%	≥90%	≥90%	≥90%	≥90%

The Council's wastewater services do not negatively impact on public health or the natural environment					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Level of treatment <sup>3</sup> of wastewater at Council plants:					
High	Whitianga Whangamata Pauanui	Whitianga Whangamata Pauanui	Whitianga Whangamata Pauanui	Whitianga Whangamata Pauanui	Whitianga Whangamata Pauanui Hahei (2021/ 2022)
Medium	Coromandel Hahei Thames	Coromandel Hahei Thames	Coromandel Hahei Thames	Coromandel Hahei Thames	Coromandel Thames
Low (new measure)	Oamaru Bay Matarangi Cooks Beach Onemana	Oamaru Bay Matarangi Cooks Beach Onemana	Oamaru Bay Matarangi Cooks Beach Onemana	Oamaru Bay Matarangi Cooks Beach Onemana	Oamaru Bay Matarangi Cooks Beach Onemana

<sup>1</sup> A capacity constraint means that there is a finite fixed capacity in these areas and no further connections to Council's wastewater service are possible.

<sup>2</sup> Urgent requests include alarms activated at the Council's utility station, wastewater blockages within reticulation, wastewater spills where sewerage has reached the ground surface, wastewater odour from Council reticulation or ponds.

<sup>3</sup> High level of treatment is defined as tertiary treatment with nutrient removal. Medium level of treatment is defined as pre-treatment, basic biological process with some final polishing/disinfection. Low level of treatment is defined as pre-treatment with basic biological process. The level of treatment required is determined primarily by the resource consent standards which include consideration of the receiving environment.

## Our Services: Wastewater

The Council's wastewater services do not negatively impact on public health or the natural environment

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Total number of wastewater overflows to water bodies (average per township) (refined measure)	≤7	≤3	≤3	≤3	≤3
% of trade waste customers in category A and B <sup>4</sup> audited per year to ensure compliance with trade waste requirements (new measure)	New	5%	5%	5%	5%
% of Council biosolid compost meeting AA grade standard <sup>5</sup> (new measure)	New	≥90%	≥96%	≥97%	≥98%

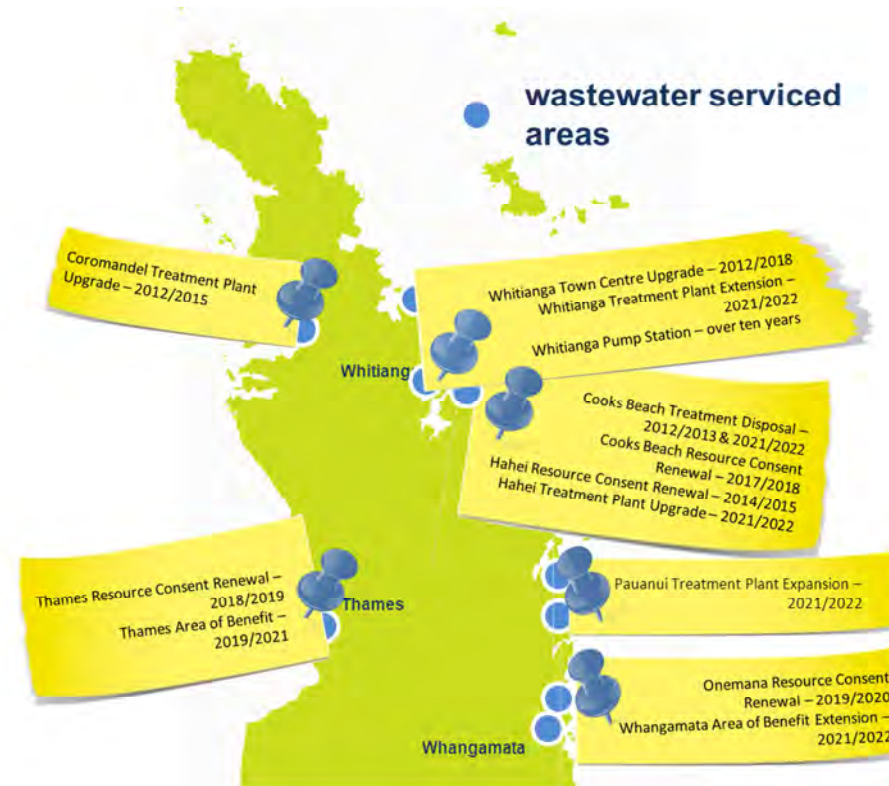
### Major Projects

	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	Category
<b>Thames</b>											
Thames resource consent renewal							\$116k				✓
Thames area of benefit extension to Totara Valley								\$1m			↗
<b>Coromandel/Colville</b>											
Coromandel treatment plant upgrade		\$3.3m									✓
<b>Mercury Bay</b>											
Whitianga town centre upgrade (as part of town centre upgrade)	\$4k		\$656k	\$666k		\$48k					✓
Whitianga pump station upgrade						\$368k					✓
Cooks Beach treatment disposal	\$191k									\$721k	↗
Hahei resource consent renewal			\$90k								✓
Cooks Beach resource consent renewal						\$100k					✓
Hahei treatment plant upgrade										\$1.2m	✓

<sup>4</sup> Classes of trade waste customers are set out in the Council's Trade Waste Bylaw. Class A is defined as meat works, hospitals, seafood process and seafood farming. Class B is defined as butchery, dentist, laundry, fast food outlet, engineering workshop, concrete yard, cafe, hotel, plastic products, mortuary, photo processor, printer, restaurant, textile products, vehicle wash, service station and pharmacy.

<sup>5</sup> As per *Guidelines for the Safe Application of Biosolids to the Land in New Zealand* set by the Ministry for the Environment and NZWWA.

	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Category
Whitianga treatment plant extension upgrade										\$7.1m	↗
<b>Tairua/Pauanui</b>											
Pauanui treatment plant expansion										\$7.4m	↗
<b>Whangamata</b>											
Onemana resource consent renewal								\$84k			↘
Whangamata north area of benefit extension										\$1.9m	↗

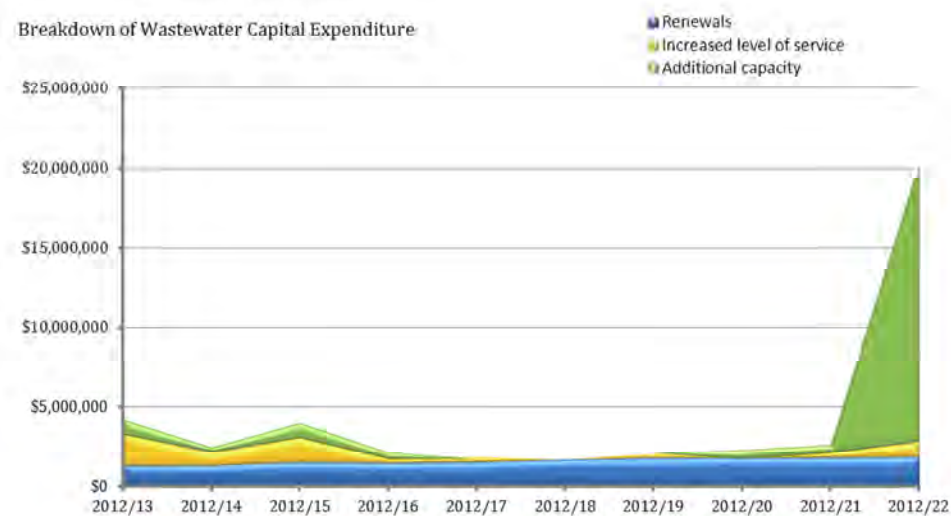




## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 189,96
Capital Expenditure	\$ 43.67
Total budgeted spend for Wastewater for 2012-2022	\$ 233.63
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Wastewater</b>	<b>18.99%</b>

The following graph shows what the capital expenditure required is for (renewals for maintaining services, increasing services or providing for new growth). Refer to Volume Two, page 137 for more detailed financial information regarding this activity.



## How It Will be Funded

Wastewater schemes help ensure our harbours, sea and soils are kept clean through collecting and treating wastewater in urban areas to meet environmental standards. That has flow on effects to public health.

In line with this rationale, In our draft Ten Year Plan we proposed three changes to the way in which the wastewater activity is funded. Based on feedback received from the community, the proposal to introduce an equal charge to every rateable rating unit in the District was withdrawn. As at 1 July 2012, the following two changes will take affect:

1. **increasing the charge to those who have the ability to connect to a wastewater service, but are not currently** - We have increased the "availability charge" from 50% to 75%. This is in line with our financial strategy, to target those who benefit from the service.
2. **a gradual implementation of trade waste charges** - A low portion of fees and charges be gradually implemented and collected from trade waste generators. This allows businesses time to implement their own on-site solutions ahead of gradually increasing costs. It is anticipated that this will provide approximately 1.6% of funding for the wastewater activity. The figure of 1.6% is conservative, which is owing to the gradual implementation approach and also the risk associated with collecting the fees and charges.

The **Revenue and Financing Policy** contains further details.

The funding for this activity is as follows:

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
LOW			HIGH	Development and Financial Contributions, Borrowing, Asset Sales, Depreciation, Targeted Rates, Lump Sum Contributions

## What's Changed Since the 2009-2019 Ten Year Plan?

- We have now completed most of the 'Eastern Seaboard Wastewater Programme' (the building of new wastewater plants in Whangamata, Pauanui and Whitianga).
- We have change the way this activity is funded. Please refer to the "how it will be funded section" above for details.
- We are improving the way it manages treatment plant improvements, by undertaking smaller-scale improvements, more frequently. As such several wastewater projects that previously appeared in the 2009-2019 Ten Year Plan are now provided for as part of the Treatment Plant Improvements against each wastewater scheme in the draft 2012-2022 Ten Year Plan.
- The Oamaru Bay inflow and infiltration project and treatment plant and effluent disposal project have been removed as they are no longer required. The works were originally planned in anticipation of Waikato Regional Council requirements for discharge consent; however the conditions imposed are able to be met without these additional works.
- The Cooks Beach inflow and infiltration project is no longer provided for in the 2012-2022 years as a major project. The works will be carried out on an ongoing

basis during the course of standard operations. There will be no significant impact from this change to delivery.

- The Cooks Beach Area of Benefit Extension project is no longer provided for in the 2012-2022 years as the extent of growth predicted is insufficient for the work to be needed.
- The Tairua Pauanui Effluent Disposal project that was in the 2018/2019 year is no longer provided for in the 2012-2022 years as the work has already been completed.
- The Red Bridge Road Extension (Tairua Area of Benefit Extension) project that was in the 2017/2018 - 2018/2019 years is no longer provided for in the 2012-2022 years for reasons of affordability. There is a possibility that this may limit the attractiveness of the area to new businesses, however there will be little impact to existing businesses.
- The Whangamata Biosolid Infrastructure project that was in the 2013/2014 year is no longer provided for in the 2012-2022 years as we intend to provide and maintain this infrastructure only in areas where it is most cost effective (e.g. Whitianga, Pauanui). There is no anticipated impact to existing levels of service.
- The renewals work programme for Thames has significantly increased since the 2009-2019 Ten Year Plan. Over the 2012-2022 years the Council is proposing to spend \$9,843,000 on renewal works. In keeping with its focus on ensuring essential services are maintained well and owing to the age and size of the Thames network this budget line has been increased.
- We will continue to work with the Mercury Bay Community Board and Cooks Beach community to resolve the funding and equity issues associated with the Cooks Beach wastewater scheme.
- The Whitianga Disposal upgrade project that was in the 2012/2013 year has been removed as this can now be accommodated from within existing budgets.

### Significant Negative Effects

A lower than desired standard of effluent being discharged into the coastal water can create significant negative effects, for example, offending cultural values; degrading the quality of the water; preventing the use of nearby beaches for bathing; preventing the collection of shellfish (or endangering the health of those who do collect); and detrimentally affecting marine farms.

It can also cause illness in cases of direct human contact with contaminants. Wastewater infrastructure can be unsightly, noisy and generate odour problems if not appropriately sited or designed, operated and maintained.

This is mitigated through emergency overflow response and clean up procedures, minimising stormwater infiltration, and through renewals and upgrades to ensure systems are fit for purpose.



The Land Use group of activities helps provide protection for the natural environment and our District's people and historic heritage from inappropriate use of land and other occurrences that may result in adverse effects. This group of activities helps minimise the negative effects of growth and development on places, buildings and historic items that are of particular value to our communities by regulating the use of land and promoting the preservation of our natural and cultural heritage consistent with the District Plan. Through these activities, we also provide information to the public about District Plan rules regarding land use and zoning restrictions that apply to specific properties.

This activity group includes the following activities:

- **Land Use Management** - Achieving good and agreed environmental outcomes including the sustainable management of our natural and physical resources.
- **Land Information Memorandum** - Provision of timely and accurate information about property or land in the District.
- **Natural and Cultural Heritage** - Promoting the protection and enhancement of the natural and cultural heritage of the Coromandel Peninsula.



# Land Use Activity Group

### Contributing to Our District

The Land Use activity group contributes to a **Prosperous District**, a **Liveable District** and a **Clean and Green District** by helping maintain a local sense of place through ensuring that development is appropriate, and protection of our natural and cultural environment.



We will be successfully contributing to our District if:

- residents agreement that the District does a good job of protecting and valuing the history of the area maintains or increases \*(measured three yearly)
- refer also to the Planning for the Future activity. The outcomes sought from these activities are very similar.

\*since last reported on in the Council's Annual Report

### Delivering on the Coromandel Peninsula Blueprint



The activity group enables the Council to promote good environmental guardianship through enabling appropriate land use activities to occur, balanced with the protection of natural and cultural treasures - taonga.



## Land Use Management

### What We Do

The Land Use Management activity is principally concerned with processing resource consent applications and ensuring that developments and activities are consistent with our District Plan and the Resource Management Act 1991 (RMA). We are committed to improving the customer service aspect of this activity to ensure ratepayers receive good value for money.

### Contributing to Our District



The Land Use Management activity contributes to a **Prosperous District, a Liveable District and a Clean and Green District**, by providing for our unique environment to be protected, supporting local identities through place making and supporting appropriate economic and population growth.



We are required to carry out this service of this activity by law - with the exception of duty planner services.

### What It Includes

• Resource consents	Processing and enforcement includes monitoring resource consent conditions
• District plan enforcement	Investigating and resolving breaches of the District Plan and RMA
• Planning advice	Providing planning advice through a "Duty Planner" service

## What Services You Can Expect Us to Deliver

### The Council ensures that resource and other consent applications are processed within the statutory timeframe

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of accepted resource consent applications processed within statutory timeframes <sup>1</sup> (refined measure)	100%	100%	100%	100%	100%
% of 224c's <sup>2</sup> are issued within 20 working days (providing all the correct information is provided) (refined measure)	100%	100%	100%	100%	100%

### Good, prompt service will be delivered to help people understand the resource consent process and District Plan rules

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Number of complaints about poor or slow service that are received by the Council (refined measure)	<5	<5	<5	<5	<5
% of applications returned because the applications do not provide the prescribed information to process the application <sup>3</sup> (new measure)	40%	Decrease on previous year	Decrease on previous year	Decrease on previous year	Decrease on previous year

### The Council checks that development activities are being carried out in accordance with the approved consents

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of commenced resource consents visited by monitoring and investigation officers (on a priority risk basis <sup>4</sup> ) to check that developments and activities are being carried out in accordance with the approved consents (new measure)	80%	80%	80%	80%	80%

<sup>1</sup> Statutory timeframes includes a variety of different timeframes for different types of applications. For example 20 days for non-notified applications without hearings or 70 days for notified / limited notified application with hearings. The use of Section 37 RMA 1991 provides for the doubling or increasing timeframes with or without the agreement from the applicant depending on the circumstances.

<sup>2</sup> The Section 224 RMA 1991 is a certificate provided once all the conditions of the subdivision consent have been complied with, the endorsed certificate can then be submitted to Land Information New Zealand for the creation of a new property title.

<sup>3</sup> This is pursuant to section 88 of the RMA 1991 that allows consents to be returned if they fail to provide the required information to accept and process the resource consent application.

<sup>4</sup> Risk Priority basis is assessed at time of issuing resource consents it includes low risk consents which are audited and a percentage are visited and medium and high risk consents that will all be visited.



Our environment is being cared for and activities are being carried out in accordance with the District Plan.

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of identified breaches in the District Plan identified by the monitoring and investigation officers that are actively trying to be resolved <sup>5</sup> (new measure)	70%	70%	70%	70%	70%

## Major Projects

- Ongoing process efficiencies are expected to be made through a new online consenting process.

## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 33.31
Capital Expenditure	\$ -
Total budgeted spend for Land Use Management for 2012-2022	\$ 33.31
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Land Use Management</b>	<b>2.71%</b>

There is no capital expenditure associated with the Land Use Management activity.  
Refer to Volume Two, page 147 for more detailed financial information regarding this activity.

<sup>5</sup> Resolved means the matter is closed in respect of the investigation by means of compliance with the District Plan, and or the purposes of the RMA mitigating, avoiding or remedying the effects of an activity on the environment.

### How It Will be Funded

The two distinct components of the Land Use Management activity (consents and monitoring) are funded differently.

For the **consents** component of this activity, fees and charges are in the medium range and are obtained from developers, who benefit from the consent to develop their property.

For the **monitoring, enforcement and RMA appeals component**, funding from fees and charges are low, reflecting the limited opportunity to recover these from those whose non-compliance requires enforcement action, or from appeals that involve high legal costs.

For both components, a uniform charge district wide reflects that the general public also benefit from ensuring that developments are in keeping with community values (as set out in the District Plan). A general rate based on land value additionally reflects that those with high value properties benefit more from the protection of their assets.

### What's Changed Since the 2009-2019 Ten Year Plan?

- We consider that providing a high level of customer service for this activity is a priority. This includes reducing costs while ensuring ratepayer receive good value for money.
- A new fee has been introduced as result of having an increasing number of requests to discharge encumbrances (legal, monitoring, signing fee and LINZ registration fee). The fee has been introduced to ensure that we fully recover these costs from the applicant.

### Significant Negative Effects

While there may be significant negative effects to an individual such as a land use development activity occurring next door that affects that individual, we consider that resource consent processes are designed to benefit as our community as a whole through protecting important environmental values (in accordance with our District Plan).

Component	Funding of Operating Expenditure				Funding of Capital Expenditure
	Fees and Charges	UAGC	General Rate	Targeted Rates	
Consents	MED	LOW	MED		Not applicable
Monitoring enforcement & RMA appeals	LOW	LOW	MED		Not applicable



## Land Information Memoranda

### What We Do

This activity provides the Land Information Memoranda (LIM) service. LIMs are reports issued by the Council on request about a particular property or piece of land. LIMs help protect buyers of property and provides important information for project planning.

### What It Includes

- |                                                                                          |                                                                             |
|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Provision of information on properties</li></ul> | A user pays services, including an option for urgent application processing |
|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|

### Contributing to Our District



The Land Information Memorandum activity contributes to a **Liveable District** and a **Clean and Green District** by providing information to increase awareness of safety and land use rules.

## What Services You Can Expect Us to Deliver

Customers can purchase a LIM they have confidence in, in a timely manner					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of standard LIMs processed within 10 days (refined measure)	100%	100%	100%	100%	100%
% of urgent LIMs processed within 2 days (refined measure)	100%	100%	100%	100%	100%
Number of proven claims against the content of LIMs (refined measure)	0	0	0	0	0
% of customers satisfied with the LIMs service (refined measure)	> 64%	Not measured	> 65%	Not measured	> 66%

## Major Projects

There are no major projects.

## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 1.77
Capital Expenditure	\$ -
Total budgeted spend for Land Information Memoranda for 2012-2022	\$ 1.77
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Land Information Memoranda</b>	<b>0.14%</b>

There is no capital expenditure associated with the Land Information Memoranda activity. Refer to Volume Two, page 147 for more detailed financial information regarding this activity.

## How It Will be Funded

The activity directly benefits the individual who applies for the LIM by providing information we hold pertaining to a particular property. Therefore, we consider it most appropriate to fully fund this from user fees and charges.

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
HIGH				Not applicable

## What's Changed Since the 2009-2019 Ten Year Plan?

No changes have been made.

## Significant Negative Effects

There are no significant negative effects associated with this activity.



## Natural and Cultural Heritage

### What We Do

The Peninsula's cultural and natural heritage is an important part of what makes our district special. This activity coordinates our approach to heritage and biodiversity across all of its activities, including coordinating partnerships with other key service providers.

### What It Includes

• Biodiversity and heritage strategies	Identifying our focus in supporting biodiversity and heritage
• EnviroSchools	Supporting environment education in schools
• Preservation of heritage buildings	Ownership, maintenance and care of heritage buildings
• Biodiversity forum	Support for Waikato Biodiversity Forum
• Heritage assistance fund	Financial support for heritage buildings and notable tree owners
• Heritage Hauraki-Coromandel	Facilitation of Heritage Hauraki-Coromandel Forum
• Landowner awareness	Dissemination of education to heritage building, conservation covenant and notable tree owners

### Contributing to Our District



The Natural and Cultural Heritage activity contributes to a **Liveable District** and a **Clean and Green District** by promoting and supporting the District's historical and cultural heritage, contributing to a local sense of place and contributing to the protection of our unique natural environment.

## What Services You Can Expect Us to Deliver

The Council works with others to protect heritage and biodiversity in the District					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# historic buildings and sites formally protected in our district plan (refined measure)	173	Maintain or increase from previous year	Maintain or increase from previous year	Maintain or increase from previous year	Maintain or increase from previous year
# of groups represented at the Heritage Hauraki-Coromandel Forum (new measure)	10	Increase from previous year	Increase from previous year	Increase from previous year	Increase from previous year
# of heritage buildings owned by the Council (new measure)	5	Maintain	Maintain	Maintain	Maintain

The Council promotes landowner awareness and enhancement of heritage and biodiversity in the District					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of information mail-outs per annum to landowners of heritage buildings, protected trees or conservation covenants (new measure)	1	1	1	1	1
% of conservation covenants assessed as 'good' <sup>6</sup> (refined measure)	60%	≥70%	≥70%	≥70%	≥70%

The Council supports environmental education in schools					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of schools on the Coromandel Peninsula participating in the enviroschools programme (new measure)	11	11	11	11	11

## Major Projects

There are no major projects.

<sup>6</sup> An assessment of covenant condition is made by an independent contractor with specialist skills in local ecology/biodiversity. The assessment is made with reference to a standard monitoring assessment template that requires an assessment to be made of the condition of canopy, understory, groundcover, fences, rare species, wildlife diversity, etc. From this information an assessment is made regarding overall covenant condition.

How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 2.15
Capital Expenditure	\$ -
Total budgeted spend for Natural & Cultural Heritage for 2012-2022	\$ 2.15
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Natural &amp; Cultural Heritage</b>	<b>0.17%</b>

There is no capital expenditure associated with the Natural and Cultural Heritage activity. Refer to Volume Two, page 147 for more detailed financial information regarding this activity.

How It Will be Funded

The protection and enhancement of the natural and cultural heritage of the Coromandel Peninsula is considered to benefit our District as a whole by preserving and promoting the character, history and important environments that are of value to the wider community. We consider that the most appropriate way of funding activities that benefit our whole District is by charging all ratepayers equally. Funding for the Natural and Cultural Heritage activity is therefore obtained via a uniform charge district wide.

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
LOW	HIGH			Borrowing, UAGC, Depreciation, Grants and Subsidies

What's Changed Since the 2009-2019 Ten Year Plan?

There are no major changes, however, the Council would like to signal that the overhead costs consume a reasonable portion of the budget for this activity. As part of an on-going efficiency review of the organisation, this will be under review to determine whether there are more efficient ways to manage the allocation of overheads.

Significant Negative Effects

There are no significant effects identified.





# Water Supply Activity Group

Water Supply means the provision of clean water to dwellings and commercial premises in the areas of benefit (usually urban areas) by network reticulation. This helps ensure availability of safe water for drinking and cleaning purposes to maintain public health, and the provision of water for fire fighting to assist public safety. In addition, we promote efficient water use and ensure that water demand management practices are implemented.

Clean and safe water is one of the essential needs of the community that the public cannot do without. We provide adequate water supplies via nine urban and two rural water supply schemes throughout our District. The water supply systems include surface takes and groundwater bores, water treatment and storage facilities, a reticulation network and, in some instances, pump stations.

In keeping with the continuing focus on providing essential services, the Water Supply activity is a priority area for investment in the next ten years, including water upgrades and supply improvements. Consultation with the directly affected communities facing major works, including Thames Valley, Tairua and Pauanui will be undertaken before finalising the projects.

This activity group contains the following activity:

- **Water Services** - To promote efficient water use and supply adequate safe water for both household and business use, including fire fighting.

### Contributing to Our District

The Water Supply activity group plays an important role in contributing to a **Prosperous District, a Liveable District and a Clean and Green District** by providing a safe living and working environment, enabling our economy to grow, whilst minimising the impact on the natural environment.



We will be successfully contributing to our District if:

- the number of notified cases of persons affected by waterborne illnesses in our District does not increase \*(measured annually).
- the % of our water supplies that are compliant with NZ Drinking Water Standards (therefore is considered safe to drink) does not decrease \*(measured annually).

\*since last reported on in the Council's Annual Report

### Delivering on the Coromandel Peninsula Blueprint



This activity will continue to provide reliable and safe water supply in serviced settlements, but will increasingly focus on the three main centres of Thames, Whitianga and Whangamata where we expect growth to be concentrated in the longer term.



**What We Do**

Clean and safe water is one of the essential needs of the community that the public can simply not do without. Approximately 71% of properties in our District are currently connected, or have the ability to connect to our water supply services. Our water supplies help ensure that people in the areas of benefit (usually urban areas) have safe clean water to drink and to clean with (to maintain public health). The water systems provide water for commercial uses and also fire fighting which helps protect our communities and visitors. Without an adequate water supply, the fire fighting service would be unable to do their jobs and public health and safety would be at risk.

We are proposing a significant amount of expenditure in the next ten years to ensure these services can continue to be adequately provided for. An area of focus will be promoting more efficient water use particularly in areas with supply shortages. It is also our intention to pursue greater use of rain tanks and re-use systems throughout the District. Investigations are underway as to how we can encourage their use.

We are legally responsible for continuing to provide existing water services.

**What It Includes**

Provision of clean water in urban communities	We own, operate and maintain eleven water supply systems in our District. Each system comprises the following key components: <ul style="list-style-type: none"> <li>• Water sources (surface takes and groundwater bores)</li> <li>• Water treatment</li> <li>• Water storage (excluding Thames Valley)</li> <li>• Addition of fluoride to the Thames water supply only (this is proposed to be ongoing)</li> <li>• Water reticulation network</li> <li>• Pump stations (in some instances)</li> <li>• Increased water metering</li> </ul>
Efficient water use	Promoting the efficient and appropriate use of water
Fire fighting water supply	Ensuring sufficient access to water is available to fight fires

## What Services You Can Expect Us to Deliver

The Council provides safe and reliable water for household and business use in urban areas					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Water treatment plants where there is a capacity constraint <sup>1</sup> (new measure)	New	Hahei Matarangi Thames Valley Matatoki	Hahei Matarangi Thames Valley Matatoki	Hahei Matarangi Thames Valley Matatoki	Hahei Matarangi
% of urgent requests <sup>2</sup> responded to within one day	90%	≥90%	≥90%	≥90%	≥90%
% of Council water supplied compliant with NZ Drinking Water Standards <sup>3</sup> (refined measure)	100%	100%	100%	90%	90%
Of those who have a view, % residents and non-resident ratepayers fairly/very satisfied with water services (refined measure)	88%	≥88%	Not Measured	Not Measured	≥88%

The Council provides adequate water to assist with fighting fires					
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of urban properties connected to a Council water supply have an operational fire hydrant within 135 metres distance (new measure)	New	85%	90%	95%	100%
% of total Council hydrants checked <sup>4</sup> throughout the district (new measure)	New	≥19%	≥19%	≥19%	≥19% per year

<sup>1</sup> A capacity constraint means that there is a finite fixed capacity in these areas and as such no further connections to Council's water supply service are possible.

<sup>2</sup> Urgent requests include water breaks to our main of a significant water flow, water loss to property (i.e. there is no water inside the house/business and/or at toby/water meter, low water pressure causing major disruption to daily routine and inability to operate household appliances, water leak during water restrictions, water quality issues (i.e. dirty, colour, odour or taste).

<sup>3</sup> New Zealand Drinking Water Standards have changed in recent years. During the term of this Ten Year Plan allocations have not been made for full compliance with Drinking Water Standards (revised 2008) in the Thames Valley/Matatoki area until such time as further development of the Standards indicate there will be no agricultural standard options available and that the current standards must be met, the Council is currently not planning for a treatment plant upgrade in the Thames Valley/Matatoki area.

<sup>4</sup> The check includes confirmation that the hydrant is operational. The Council has a total of 1581 hydrants throughout the District.

## Our Services: Water Supply

The Council promotes the efficient and sustainable use of water

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of annual reduction in district water production per rateable property per connected property (new measure)	New	2%	2%	1%	1%
Types of water conservation education programmes (new measure)	New	Distribution of educational information to properties in all connected settlements	Distribution of educational information to properties in all connected settlements	Distribution of educational information to properties in all connected settlements	Distribution of educational information to properties in all connected settlements

### Major Projects

	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	Category
<b>Thames</b>											
Thames Urban Treatment	\$619k										✓
Thames water system improvements (upgrades of existing or installation of new infrastructure to meet service level standards and legislative requirements whilst improving operational efficiencies).	\$4m										✓
Thames Valley and Matatoki supplies and reticulation improvements. NB: Thames Valley means Hikutaia, Puriri and Omahu	\$3.759m										✓
Area of benefit extension - Totara Valley										\$341k	➔
<b>Coromandel/Colville</b>											
Coromandel resource consent renewal					\$215k						✓

## Our Services: Water Supply

	2012/ 2013	2013/ 2014	2014/ 2015	2015/ 2016	2016/ 2017	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Category
<b>Mercury Bay</b>											
Whitianga town centre reticulation (part of town centre upgrade)	\$41k		\$964k								✓
Hahei consent renewal			\$87k								✓
Matarangi resource consent renewal									\$108k		✓
<b>Tairua/Pauanui</b>											
Tairua Pepe Valley River Bank Filtration	\$740k										✓
Pauanui aquifer reconfiguration	\$427k										✓
Tairua treatment plant upgrade	\$149k			\$1.84m							✓
Tairua water meters investigation project		\$289k									✓
Pauanui treatment plant upgrade		\$194k		\$7.08m							✓
Pauanui area of benefit extension (orchard block)						\$683k					➔
<b>Whangamata</b>											
Whangamata resource consent renewal	\$253k										✓
Wentworth Valley improvements							\$886k				➔
Onemana resource consent renewal								\$93k			✓
Whangamata area of benefit extension										\$795k	➔

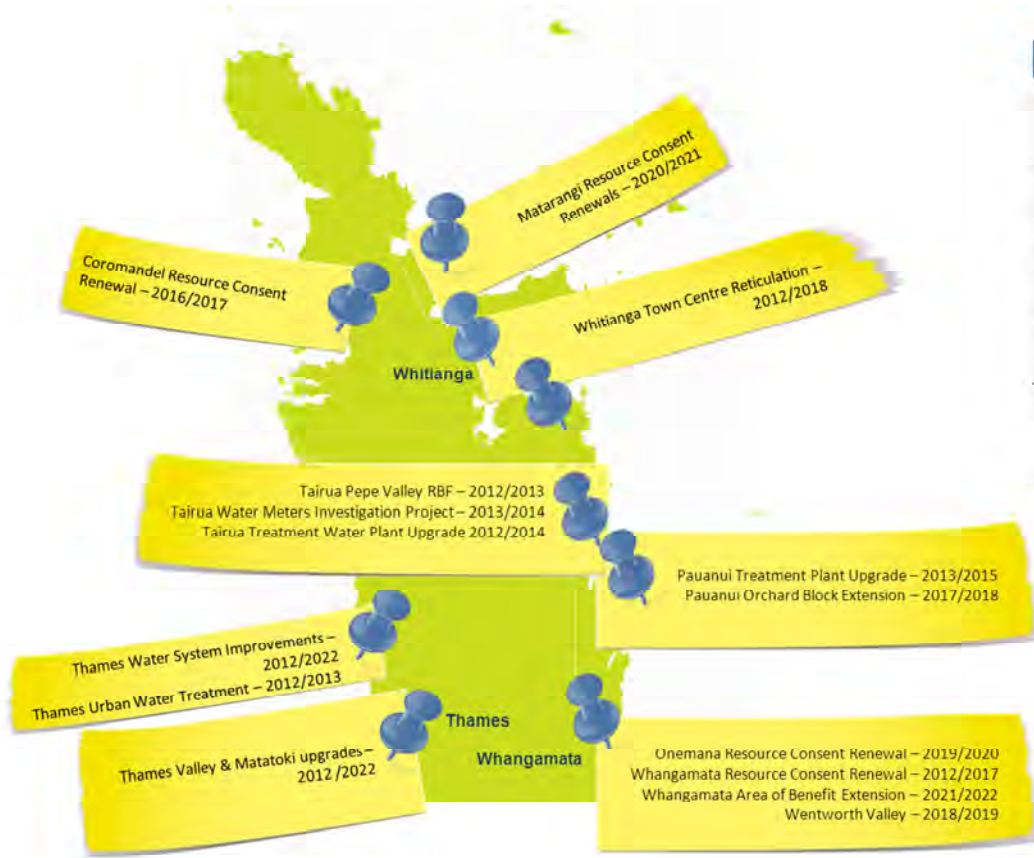
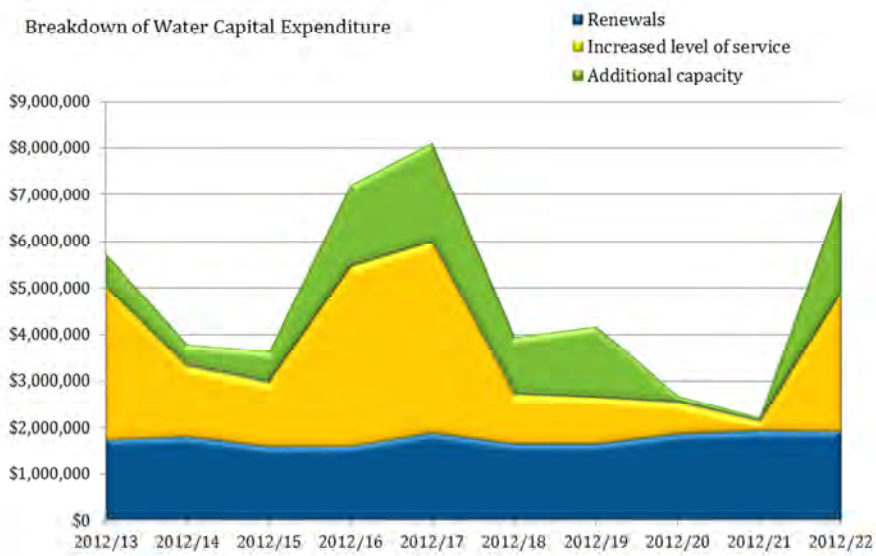
# Our Services: Water Supply

## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 113.95
Capital Expenditure	\$ 48.52
<b>Total budgeted spend for Water for 2012-2022</b>	<b>\$ 162.47</b>
<b>Total Budgeted spend for Council for 2012-2022</b>	<b>\$ 1,230.18</b>
<b>Total percentage of budget spent on Water</b>	<b>13.21%</b>

Refer to Volume Two, page 155 for more detailed financial information regarding this activity. The following graph shows what the capital expenditure required is for (renewals for maintaining services, increasing services or providing for new growth).

Breakdown of Water Capital Expenditure



## How It Will be Funded

Water supply schemes are considered to provide benefits to the whole of the community by maintaining public health standards. It also ensures that water safety standards are met for the fire-fighting service, to protect properties and ensure public safety.

In our draft Ten Year Plan we proposed four changes to the way in which the water supply activity is funded. Based on feedback received from the community, the proposal to introduce an equal charge to every rateable rating unit in the District was withdrawn. As at 1 July 2012, the following three changes will take affect:

1. **Introducing District wide funding** - Previously each water scheme has been funded by those who are directly connected or have the ability to directly connect to the scheme. From now on the total cost of funding all schemes will be pooled and shared amongst all of those who directly receive or have the ability to receive the service. This is consistent with our current approach to the funding of the Wastewater activity.
2. **For Thames Valley and Matatoki specifically** - The Council operates two rural water schemes in Thames Valley and Matatoki. These two schemes by their nature supply water to high consuming properties (such as dairy farms) who consume significantly greater quantities than the standard urban household or corner dairy.

As a result of the Council's proposal to introduce District wide funding for the water activity, and in the interests of equity the rating units over four hectares in size, along with other extraordinary water consumers such as piggeries, connected to the Thames Valley and Matatoki Water Supply areas will incur a water by volume charge in addition to the flat water rate per separate and inhabitable property. The application of the water serviced charge will be on a per separately used and inhabited part basis and is applicable to all rating units in

the rural scheme areas not just the farms and extraordinary users. To this end water meters will be updated/installed throughout the Thames Valley and Matatoki Water Supply areas prior to 1 July 2012. For the 2012/2013 year only charges will be set based on an estimated usage of the total scheme. 'Other' meters will be installed and read for statistical purposes only at this stage.

3. **Increasing the charge to those who have the ability to connect but are not currently** - we have increased the 'availability charge' from 50% to 75% where the water supply is not metered. Where water is also charged at a per meter rate the 'availability charge' will continue to be assessed at the same amount as the serviced charge. This is in line with our financial strategy to target those who benefit from the service..

The **Revenue and Financing Policy** contains further details.

The funding for this activity is as follows:

Funding of Operating Expenditure				Funding of Capital Expenditure
Fees and Charges	UAGC	General Rate	Targeted Rates	
			HIGH	Development and Financial Contributions, Borrowing, Asset Sales, Depreciation, Targeted Rates, Lump Sum Contributions



### What's Changed Since the 2009-2019 Ten Year Plan?

- We have made changes to the way this activity is funded. Please refer to the "how this is funded section" above for details.
- We are improving the way we manage treatment plant improvements, by undertaking smaller-scale improvements, more frequently. As such several water projects that previously appeared in the 2009-2019 Ten Year Plan are now provided for as part of the System Improvements against each water scheme in the draft 2012-2022 Ten Year Plan.
- The timing of a number of projects have been re-prioritised in view of the reduced rates of growth anticipated and to reduce costs to the ratepayers. As a result, a number of projects are no longer provided for in this ten year period, including the Graham's Stream intake project in Tairua and the Pauanui Tangitarori aquifer reconfiguration project.
- A water meter investigation project is planned for Tairua, using smart meters. Approximately 25% of properties (methodology for selection is yet to be determined) in Tairua will have smart meters installed to trial data collection using a sampling approach. This approach may mitigate the installation of water metres to every property and thereby save considerable expenditure throughout the district.
- The renewals work programmes for Thames Valley and Matatoki have increased since the 2009-2019 Ten Year Plan. Over the 2012-2022 years the Council is proposing to spend \$1,439,409 on renewal works in Thames Valley and \$950,767 in Matatoki. In keeping with its focus on ensuring essential services are maintained well and owing to the age of these networks, the budget lines have been increased.
- The 2012-2022 draft Ten Year Plan proposed approximately \$10M on *new* water supply and reticulation in Thames Valley and Matatoki. In response to

affordability concerns raised by the community and the Council the scope of these works has been reconsidered. Instead, we are now planning an on-going improvement programme for these water schemes over the ten years at a total cost of approximately \$3.7m. Whilst this is in addition to the existing renewals budget for these water schemes it does result in a substantially lower cost to the ratepayer than what was initially planned, without reducing the levels of service. Our ability to stay within this reduced budget will continue to be monitored closely.

- Similarly, in response to affordability concerns raised by the community and the Council the scope of the Tairua and Pauanui water supply projects has been reconsidered and budgets have been reduced by \$2.136M & \$1.587M respectively.
- Throughout the 2012/2013 year we will continue to investigate the possibility of handing back the Hahei water supply scheme to the community to own and manage.
- We will also continue to strongly advocate to Regional and Central Government with our concerns that legislation potentially forcing a higher level of risk mitigation than is required and restricting the use of some cost effective options when it comes to providing water.

### Significant Negative Effects

If the water supply is not appropriately managed, the natural water source for a public system may be depleted. If the water supply is not properly secured, it can pose risks to public health. Water supply infrastructure can be unsightly if not appropriately sited, designed, operated and maintained.

This is mitigated through appropriate management of resources and ensuring operations and maintenance is undertaken in line with relevant legislation and best practice. Renewals and upgrades are undertaken to ensure systems are fit for purpose.



# Solid Waste Activity Group

The goal of this activity group is to provide environmentally sound waste management initiatives to protect the environment and public health. Proper disposal of rubbish prevents pollution in the environment, ensures hazardous substances are disposed of safely and improves the image of our town centres and public spaces. Sound waste management practices are important for healthy living conditions and, through promoting recycling and reduction, help conserve resources.

We support key sustainable environmental principles to reduce waste, including promoting the waste management hierarchy concept. This ranks waste management practices in order of importance to obtain the most benefit from resources while reducing the quantity of waste produced. In this hierarchy, avoidance and reduction of resource use ranks as most important, followed by re-use and recycling, and finally resource recovery (retrieval of disposed resource materials from the waste stream) and treatment.

This activity group includes the following activity:

- **Solid Waste** - To promote and facilitate waste reduction, to collect waste and recyclables from households and to dispose of waste and hazardous substances safely, and to continue with the rehabilitation and management of closed landfills.

## Contributing to Our District

The Solid Waste activity group plays an important role in contributing to a **Prosperous District, a Liveable District and a Clean and Green District** by ensuring our communities can easily dispose of waste in a way that minimises harm, ensuring a high standard of public health, enabling our economy to grow whilst protecting our unique natural environment. In fact, our ratepayers rank this activity as their top priority.



We will be successfully contributing to our District if:

- the volume of council controlled waste per rating unit being disposed of to landfill decreases (measured annually).

## Delivering on the Coromandel Peninsula Blueprint



This activity involves implementing waste minimisation practices to reduce waste disposal to landfill while still ensuring good solid waste service provision for community convenience and health.



### What We Do

The Solid Waste activity provides for rubbish to be properly disposed of to protect public health and the environment. The activity also promotes recycling, reuse and resource recovery with the objectives of reducing the amount of waste going to landfill and practising responsible resource efficiency.

While we are not obliged to provide waste management services directly, we are required to ensure that services are provided within our District. We are also required to promote effective and efficient waste management and minimisation within our District.

### What It Includes

<ul style="list-style-type: none"> <li>Waste and recycling kerbside collection</li> </ul>	Weekly pick-ups during the year, and multiple pick-ups during peak visitor periods
<ul style="list-style-type: none"> <li>Public recycling bins</li> </ul>	Provision of over 400 public litter and recycling bins
<ul style="list-style-type: none"> <li>Refuse transfer station and drop-off sites</li> </ul>	Sites where waste and recycling can be dropped off. Includes seven refuse transfer stations
<ul style="list-style-type: none"> <li>Disposal of waste</li> </ul>	Transport to and disposal of waste outside our District
<ul style="list-style-type: none"> <li>New collections</li> </ul>	Investigate the introduction of new garden and food waste collections to reduce waste
<ul style="list-style-type: none"> <li>Closed landfills</li> </ul>	Manage the rehabilitation of closed landfills within our District
<ul style="list-style-type: none"> <li>Waste reduction</li> </ul>	Promotes the reduction of waste

## What Services You Can Expect Us to Deliver

**Rubbish and recycling kerbside pickup services are provided to solid waste rated residential properties in all urban and most rural areas.**

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Minimum frequency of district rubbish and recycling kerbside pickup (new measure)	Weekly	Weekly	Weekly	Weekly	Weekly
Frequency of rubbish and recycling kerbside pickup during peak summer period December 26 and January 31: Whangamata and Pauanui areas	3 per week	3 per week	3 per week	3 per week	3 per week
Tairua, Mercury Bay and Coromandel areas (new measure)	2 per week	2 per week	2 per week	2 per week	2 per week
% of residents and non-resident ratepayers fairly/very satisfied with solid waste (refined measure)	86%	≥91%	Not measured	Not measured	≥94%

**Appropriate facilities and services are provided for the disposal of waste**

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of communities with a refuse transfer station	7	7	8	8	8
# of communities with a 24hr / 7day drop-off facility (new measure)	5	6	7	8	8

**The Council facilitates waste minimisation practices and promotes reduction of the amount of waste going to landfill**

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
Volume of Council controlled waste per rating unit being disposed of to landfill (refined measure)	638kg	≤527kg	≤474kg	≤453kg	Ongoing reduction
Volume of district waste per rating unit being disposed of to landfill (new measure)	New	≤757kg	≤639kg	≤617kg	Ongoing reduction to 399kgs in 2022

## Our Services: Solid Waste

Litter bins are provided for and serviced in public spaces

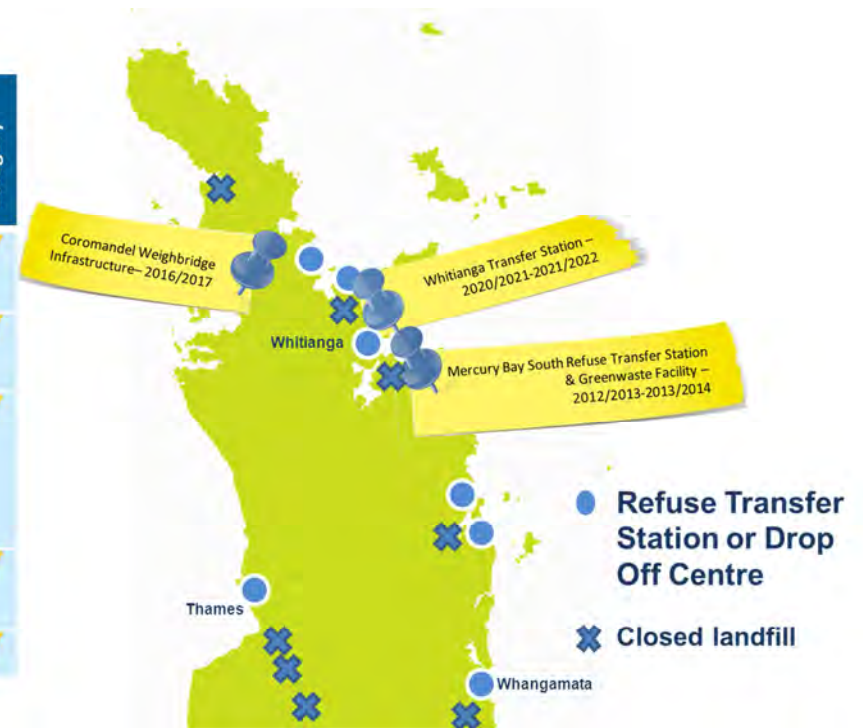
How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
% of time that public litter bins do not overflow <sup>1</sup>	95% (new measure)	≥95%	≥95%	≥95%	≥95%

The Council maintains closed landfill sites

How we'll measure our performance	Baseline	2012/2013	2013/2014	2014/2015	2015/2016 -2021/2022
# of formal warnings issued by the Waikato Regional Council for non-compliance with resource consent/s	0 (new measure)	0	0	0	0

### Major Projects

	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	Category
Joint procurement of solid waste service provider	\$20k										✓
Mercury Bay South refuse transfer station and greenwaste facility	\$664k										✓
New moloks to be considered for high non-residential areas on the eastern seaboard, after the 2012/2013 procurement process is completed	\$29k		\$30k								✓
Weighbridge infrastructure at Coromandel					\$73k						✓
Whitianga transfer station									\$2.3m		✓

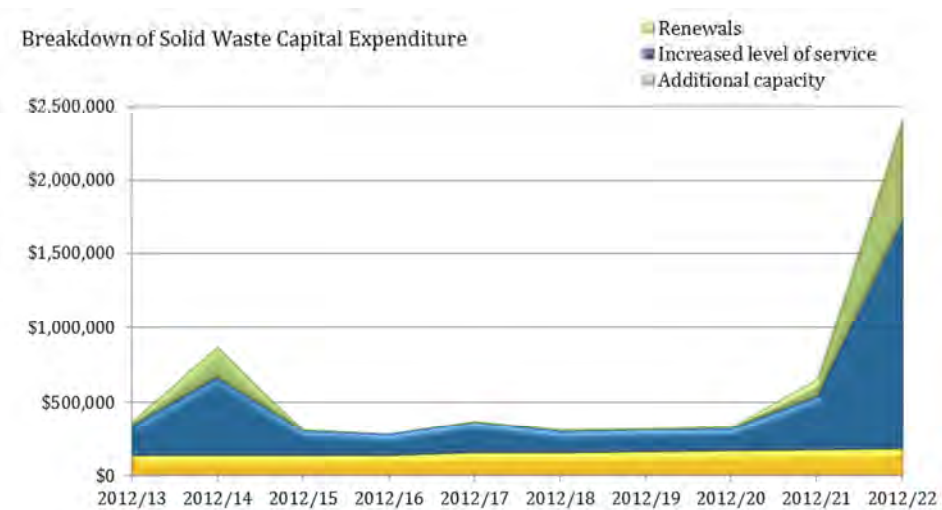


<sup>1</sup> Measured through ongoing field audits.

## How Much It Will Cost

2012-2022 Expenditure	\$ millions
Operating Expenditure	\$ 71.18
Capital Expenditure	\$ 6.36
Total budgeted spend for Solid Waste for 2012-2022	\$ 77.53
Total Budgeted spend for Council for 2012-2022	\$ 1,230.18
<b>Total percentage of budget spent on Solid Waste</b>	<b>6.30%</b>

Refer to Volume Two, page 165 for more detailed financial information regarding this activity. The following graph shows what the capital expenditure required is for (renewals for maintaining services, increasing services or providing for new growth).



## How It Will be Funded

The wider district community benefits of safeguarding public health and the cleaner environment that results from the provision of waste collection, waste minimisation, public litter bins, and centralised disposal.

Services relating to litter and landfills are funded entirely through a district rate because our district as a whole benefits rather than any identifiable person or group. This is calculated by land value, reflecting affordability issues for some.

A medium portion of the funding for transfer stations and kerbside rubbish and recycling collection services will be obtained through fees and charges. Rates are also targeted to those who receive the service, as these can be identified.

Component	Funding of Operating Expenditure				Funding of Capital Expenditure
	Fees and Charges	UAGC	General Rate	Targeted Rates	
Landfills			HIGH		Development Contributions, Borrowing, Asset Sales, Depreciation, General Rates, Targeted Rates, Fees and charges, Lump Sum Contributions
Waste collection	MED			MED	



### What's Changed Since the 2009-2019 Ten Year Plan?

- Mercury Bay South Refuse Transfer Station and Greenwaste facility project has been bought forward by six years to realise transport efficiencies for collections and to provide community drop-off facilities for refuse, recycling and greenwaste. As a consequence, the Whitianga Transfer Station project has been pushed out by three years.
- The Council has adopted a Joint Waste Management and Minimisation Plan with Hauraki District Council and Matamata-Piako District Council.
- A review of the external service provider of the solid waste activity is being carried out with a view to achieving efficiencies and reducing the cost of providing the current levels of service by approximately 5%. In future, this may provide opportunities to increase service levels, such as garden waste pick up services.

### Significant Negative Effects

Should the solid waste activity not be conducted correctly, it can result in odours emanating from transfer station sites; leachate from landfills / transfer station sites, and gas escaping from (the closed) landfills which can pollute the natural environment and enter natural watercourses.

There is also some visual pollution during refuse collection times, which is mitigated by the effective scheduling of collections and the implementation and enforcement of appropriate bylaws.



## Transfer of Ownership of Reserve in Te Puru

This section includes details of the transfer the ownership of part of Seaview Avenue Reserve, Te Puru.

## Introduction

The Thames-Coromandel District Council and the Waikato Regional Council have been working with the Te Puru community on flood problems since the 2002 “weather bomb”. The Regional Council established the Peninsula Project to address flooding, erosion and river management by providing river and catchment control on the Peninsula over a 20 year period. Within Te Puru about 160 properties were identified as being at risk of flooding from the Te Puru Stream.

Under the Peninsula Project, stopbank, floodwall and erosion protection works are nearing completion along the Te Puru Stream. Construction affects private properties including Te Poka 3B1 Block – almost all of which is identified in the Te Puru Flood Management Plan as lying within floodway, or ponding area or primary overland flow area.

Te Poka 3B1 Block (45 Seaview Avenue) comprises 8448 square metres between Seaview Avenue and the Te Puru Stream. The land is in multiple Māori ownership and is administered by the Te Poka Trust Board. Practicable access to the block is formed across adjoining Seaview Avenue Reserve.

In the early 1980s the Hauraki Catchment Board located a stopbank along the Te Puru Stream on Te Poka 3B1 Block. The Council of the day was responsible for negotiating terms under which the owners would consent to stopbank construction. A Catchment Board, Council and owners’ agreement was signed in 1982. Some physical work on the part of Council was provided for in the agreement and undertaken by Council to compensate for loss of land use.

More substantial stopbank and floodwall construction is being completed now (as part of the Te Puru Flood Protection Project) on the basis of an agreement between the Waikato Regional Council, Thames-Coromandel District Council and the Te Poka Trust Board, signed in 2011. It should be noted that this agreement ensures accountability by the group for the asset, and ensures there is no conflict of interest between the parties in agreement.

Among other things, the agreement calls for Council to:

- a) pursue a process to revoke the reservation over **part of** Seaview Avenue Reserve, located at 43 Seaview Avenue Te Puru (Legal Description Proposed Lot 2, Section 1, Town of Unuarei) so that land can be transferred to Te Poka 3B1 Block owners as consideration for loss of land in 1982 and 2011.
- b) in the event that the Council does not succeed with revocation and transfer, the Council will pursue a process to vest control and management of the majority of the reserve in the Trust Board.

It should be noted that an access strip across 43 Seaview Avenue to the esplanade reserve will be retained by Council as reserve for public access and maintenance purposes.

### Options Available

The Council presented two options for consideration, both of which were detailed in the draft Ten Year Plan.

- Option A was for the disposal of Lot 2 Section 1, Town of Unuarei.
- Option B was Status Quo - Lot 2 Section 1, Town of Unuarei is retained in Council Ownership/Management.

A specific question was included on our feedback form during the consultation process to gauge whether the community agreed with the Council's proposal. 157 submitters responded to the question. Of those, 25 were in agreement, 30 disagreed and 102 had no preference.

### What We Decided

The Council has decided to proceed with Option A: dispose of a portion of the reserve located at 43 Seaview Avenue Te Puru to owners of 45 Seaview Avenue (Te Poka 3B1 Block) as consideration for loss of land for flood protection works in 1982 and 2011.

This is in accordance with the Memorandum of Understanding between the Te Poka Trust Board, Thames-Coromandel District Council, and Waikato Regional Council, and in accordance with Council resolution. Access to the foreshore / esplanade reserve for the public will be preserved, and loss of useable public open space is minimal. The community at large will benefit significantly from the flood protection works completed partly on private land, especially during major storm events.



# Audit Opinion

## AUDIT NEW ZEALAND

Mana Arotake Aotearoa

### Independent Auditor's Report

**To the readers of  
Thames Coromandel District Council  
Long-Term Plan  
for the ten years commencing 1 July 2012**

The Auditor-General is the auditor of Thames Coromandel District Council (the District Council). The Auditor-General has appointed me, David Walker, using the staff and resources of Audit New Zealand, to report on the Long Term Plan (LTP), on her behalf. We have audited the District Council's LTP incorporating volumes 1 to 3 dated 27 June 2012 for the ten years commencing 1 July 2012.

The Auditor-General is required by section 94(1) of the Local Government Act 2002 (the Act) to report on:

- the extent to which the LTP complies with the requirements of the Act; and
- the quality of information and assumptions underlying the forecast information provided in the LTP.

### Opinion

#### Overall Opinion

**In our opinion the District Council's LTP incorporating volumes 1 to 3 dated 27 June 2012 provides a reasonable basis for long term integrated decision-making by the District Council and for participation in decision-making by the public and subsequent accountability to the community about the activities of the District Council.**

In forming our overall opinion, we considered the specific matters outlined in section 94(1) of the Act which we report on as follows.

#### Opinion on Specific Matters Required by the Act

##### In our view:

- **the District Council has complied with the requirements of the Act in all material respects demonstrating good practice for a council of its size and scale within the context of its environment; and**
- **the underlying information and assumptions used to prepare the LTP provide a reasonable and supportable basis for the preparation of the forecast information.**

Actual results are likely to be different from the forecast information since anticipated events frequently do not occur as expected and the variation may be material. Accordingly, we express no opinion as to whether the forecasts will be achieved.

Our report was completed on 27 June 2012. This is the date at which our opinion is expressed.



The basis of the opinion is explained below. In addition, we outline the responsibilities of the Council and the Auditor, and explain our independence.

## Basis of Opinion

We carried out the audit in accordance with the International Standard on Assurance Engagements (New Zealand) 3000 : Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and the Auditor-General’s Auditing Standards, which incorporate the International Standards on Auditing (New Zealand). We have examined the forecast financial information in accordance with the International Standard on Assurance Engagements 3400: The Examination of Prospective Financial Information.

Those standards require that we comply with ethical requirements and plan and carry out our audit to obtain all the information and explanations we considered necessary to obtain reasonable assurance that the LTP does not contain material misstatements. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

An audit involves performing procedures to obtain audit evidence about the forecast information and disclosures in the LTP. The procedures selected depend on our judgement, including the assessment of risks of material misstatement of the information in the LTP. In making those risk assessments we consider internal control relevant to the preparation of the District Council’s LTP. We consider internal control in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District Council’s internal control.

Our audit procedures also include assessing whether:

- the LTP provides the community with sufficient and balanced information about the strategic and other key issues, and implications it faces and provides for participation by the public in decision making processes;

- the District Council’s financial strategy, supported by financial policies is financially prudent, and has been clearly communicated to the community in the LTP;
- the presentation of the LTP complies with the legislative requirements of the Act;
- the decision-making and consultation processes underlying the development of the LTP are compliant with the decision-making and consultation requirements of the Act;
- the information in the LTP is based on materially complete and reliable asset or activity information;
- the agreed levels of service are fairly reflected throughout the LTP;
- the District Council’s key plans and policies have been consistently applied in the development of the forecast information;
- the assumptions set out within the LTP are based on best information currently available to the District Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast information has been properly prepared on the basis of the underlying information and the assumptions adopted and the financial information complies with generally accepted accounting practice in New Zealand;
- the rationale for the activities is clearly presented;
- the levels of service and performance measures are reasonable estimates and reflect the key aspects of the District Council’s service delivery and performance; and

- the relationship of the levels of service, performance measures and forecast financial information has been adequately explained within the LTP.

We do not guarantee complete accuracy of the information in the LTP. Our procedures included examining on a test basis, evidence supporting assumptions, amounts and other disclosures in the LTP and determining compliance with the requirements of the Act. We evaluated the overall adequacy of the presentation of information. We obtained all the information and explanations we required to support our opinion above.

## Responsibilities of the Council

The Council is responsible for preparing a LTP under the Act, by applying the Council's assumptions and presenting the financial information in accordance with generally accepted accounting practice in New Zealand. The Council is also responsible for such internal control as it determines is necessary to enable the preparation of a LTP that is free from material misstatement

The Council's responsibilities arise from Section 93 of the Act.

## Responsibilities of the Auditor

We are responsible for expressing an independent opinion on the LTP and reporting that opinion to you based on our audit. This responsibility arises from section 15 of the Public Audit Act 2001 and section 94(1) of the Act.

It is not our responsibility to express an opinion on the merits of any policy content within the LTP.

## Independence

When reporting on the LTP we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the External Reporting Board.

Other than this report and in conducting the audit of the LTP Statement of Proposal and the annual audit, we have no relationship with or interests in the District Council.



David Walker  
Audit New Zealand  
On behalf of the Auditor-General  
Auckland, New Zealand

# Appendix 1 - Forecasting Assumptions

The forecasting assumptions are presented in three parts:

- Part 1: Demographics, economic and general assumptions
- Part 2: Operational and engineering assumptions
- Part 3: Financial assumptions

**Please note** that actual results will likely vary from the information presented but the assumptions are based on the best information known at the time. These assumptions have been developed specifically for the Council's ten year planning purposes.

### Part 1: Demographics, Economic and General Assumptions

#### Growth and Population Projections

The growth projections for population, dwellings and rating units at district, community board and settlement level, were the subject of a comprehensive review carried out in 2010 by Business and Economic Research Limited (BERL) completed on 19 November 2010<sup>1</sup>. While taking account of district population growth as a whole, the review has considered a range of factors influencing dwelling and rating unit growth, including the economic climate and outlook, demographic changes in the resident population and the high and potentially changing proportion of unoccupied dwellings.

The BERL review presents two growth scenarios:

- scenario 1 using historic growth trends but where none of the key settlements exceed their known capacities by 2042
- scenario 2 taking account of a number of consented or proposed major developments occurring in the 10-15 year timeframe where a number of settlements exceed their known capacities by 2042.

The principal growth assumption is one of more moderate growth in the 2012-22 LTP period than in previous years, particularly in the first 3 to 5 years. Scenario 1 has been selected as the most likely assumption.

In general, the BERL projections show dwelling and population projections below those provided in the last review in 2009.

---

<sup>1</sup> Business and Economic Research Limited BERL, Thames-Coromandel District Council, Revised rating units, dwellings and population projections to incorporate capacity constraints, 19 November 2010

## Appendix 1 - Forecasting Assumptions

Topic	Forecasting Assumption	Risk	Level of Uncertainty	Reasons and Financial Effect of Uncertainty
<b>POPULATION GROWTH</b>	The population growth assumptions refer to the usual resident population who live in the District throughout the year.			
	<p>The assumption is of a very slow rate of permanent population growth in the LTP period and in the ten years following it to 2022.</p> <p>Under Scenario 1, the usual resident population of the District is expected to increase by fewer than 100 persons from 26,129 in 2012 to reach 26,225 by 2022. From 2022 to 2032 the population is expected to remain almost constant.</p> <p>Population growth in the LTP period represents a relatively low increase of just 0.4% overall and an average annual increase of just 0.05% per annum.</p>	Population growth across the District, each community board areas and each settlement occurs at a higher rate than the relatively low rates assumed.	Low/Medium	<p>Apart from peak holiday periods, demands on the Council infrastructure and facilities are moderated by a relatively slow growing resident population.</p> <p>Any significant increase in population growth above projections will place greater demands on some Council services and facilities (such as libraries, solid waste, and community health and safety services) and raise expected operating expenditure.</p>
	<p>The BERL population projections indicate that only Mercury Bay Community Board area will gain significant population with just over 600 new residents gained in the LTP period and 700 between 2022 and 2032. Coromandel-Colville Community Board area is expected to show some growth but all other community board areas are expected to show a decline in permanent population by 2032 due to factors such as:</p> <ol style="list-style-type: none"> <li>the increasing share of unoccupied (holiday) homes;</li> <li>a drop in the average number of residents per household in line with national and historic district trends; and</li> <li>outward migration of working age families.</li> </ol>		Low/Medium	<p>Significant variations are more likely to be seen at a settlement level where particular circumstances (location of business enterprises such as forestry or aquaculture) attract population. The financial implications for Council should be limited and able to be managed in the short term but may need longer term responses</p>
	<p>The population of some of the main settlements may also decline. Only Whitianga is expected to gain any significant numbers of permanent population, with increases of around 620 persons in the LTP period and the following 10 years respectively. Matarangi and Thames South show some growth but all other settlements are expected to lose permanent population.</p>		Medium	

# Appendix 1 - Forecasting Assumptions

Thames-Coromandel District Population	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	
Thames-Coromandel District	26,077	26,104	26,129	26,150	26,168	26,183	26,196	26,206	26,214	26,220	26,224	26,226	26,227	26,227	26,226	26,224	26,222	26,220	26,218	26,217	26,217	26,219	26,222	26,228	26,237	26,249	26,265	26,284	26,308	26,337	26,370	26,409	26,452	
Year on year increase in population		28	24	21	18	15	13	10	8	6	4	2	1	0	-1	-2	-2	-2	-2	-1	0	2	4	6	9	12	16	20	24	28	33	39	44	
<b>Coromandel-Colville Community Board</b>	<b>2,845</b>	<b>2,857</b>	<b>2,850</b>	<b>2,847</b>	<b>2,845</b>	<b>2,849</b>	<b>2,853</b>	<b>2,857</b>	<b>2,863</b>	<b>2,869</b>	<b>2,875</b>	<b>2,881</b>	<b>2,886</b>	<b>2,892</b>	<b>2,898</b>	<b>2,903</b>	<b>2,909</b>	<b>2,915</b>	<b>2,920</b>	<b>2,926</b>	<b>2,932</b>	<b>2,938</b>	<b>2,944</b>	<b>2,950</b>	<b>2,956</b>	<b>2,963</b>	<b>2,970</b>	<b>2,977</b>	<b>2,984</b>	<b>2,992</b>	<b>3,001</b>	<b>3,009</b>	<b>3,018</b>	
Coromandel	1,639	1,650	1,646	1,643	1,641	1,642	1,643	1,644	1,646	1,648	1,649	1,651	1,652	1,654	1,655	1,656	1,657	1,658	1,659	1,660	1,661	1,662	1,662	1,663	1,664	1,665	1,665	1,666	1,667	1,669	1,670	1,671	1,673	
Other Coromandel-Colville	1,206	1,207	1,204	1,204	1,204	1,207	1,210	1,213	1,217	1,221	1,226	1,230	1,234	1,238	1,243	1,247	1,252	1,256	1,261	1,266	1,271	1,276	1,281	1,287	1,292	1,298	1,304	1,311	1,317	1,324	1,331	1,338	1,345	
<b>Mercury Bay Community Board</b>	<b>7,117</b>	<b>7,098</b>	<b>7,078</b>	<b>7,093</b>	<b>7,116</b>	<b>7,183</b>	<b>7,249</b>	<b>7,319</b>	<b>7,397</b>	<b>7,476</b>	<b>7,556</b>	<b>7,637</b>	<b>7,716</b>	<b>7,795</b>	<b>7,874</b>	<b>7,951</b>	<b>8,029</b>	<b>8,106</b>	<b>8,183</b>	<b>8,260</b>	<b>8,338</b>	<b>8,415</b>	<b>8,492</b>	<b>8,570</b>	<b>8,649</b>	<b>8,728</b>	<b>8,807</b>	<b>8,888</b>	<b>8,969</b>	<b>9,052</b>	<b>9,136</b>	<b>9,220</b>	<b>9,306</b>	
Cooks Beach Ferry Landing	300	297	297	295	292	288	283	279	274	269	264	259	254	250	245	241	237	233	229	225	222	218	215	212	209	206	203	200	197	195	192	190	188	
Hahei	495	493	494	493	493	490	488	485	482	479	476	473	469	466	463	460	457	455	452	449	447	445	443	441	439	437	436	435	434	433	432	431	430	
Matarangi	284	287	286	287	288	292	296	299	304	308	313	317	322	327	331	336	341	346	350	355	360	365	370	375	381	386	392	397	403	409	415	421	427	
Whangapoua	125	123	122	121	120	118	116	114	113	111	109	108	107	105	104	103	102	100	99	98	97	97	96	95	94	93	92	91	91	90	89	88	88	
Whitianga	4,322	4,318	4,317	4,337	4,364	4,431	4,498	4,567	4,643	4,719	4,796	4,872	4,947	5,020	5,093	5,164	5,235	5,304	5,373	5,442	5,509	5,577	5,644	5,711	5,778	5,845	5,912	5,979	6,047	6,115	6,183	6,252	6,322	
Other Mercury Bay	1,591	1,580	1,563	1,560	1,559	1,563	1,569	1,574	1,582	1,590	1,599	1,608	1,617	1,627	1,637	1,647	1,658	1,668	1,679	1,690	1,702	1,713	1,725	1,737	1,749	1,761	1,773	1,786	1,798	1,811	1,825	1,838	1,852	
<b>Tairua-Pauanui Community Board</b>	<b>2,252</b>	<b>2,248</b>	<b>2,257</b>	<b>2,261</b>	<b>2,263</b>	<b>2,258</b>	<b>2,253</b>	<b>2,246</b>	<b>2,238</b>	<b>2,228</b>	<b>2,219</b>	<b>2,208</b>	<b>2,197</b>	<b>2,186</b>	<b>2,174</b>	<b>2,162</b>	<b>2,150</b>	<b>2,137</b>	<b>2,125</b>	<b>2,112</b>	<b>2,100</b>	<b>2,087</b>	<b>2,075</b>	<b>2,063</b>	<b>2,052</b>	<b>2,041</b>	<b>2,030</b>	<b>2,020</b>	<b>2,011</b>	<b>2,002</b>	<b>1,993</b>	<b>1,986</b>	<b>1,979</b>	
Pauanui	725	725	731	733	735	732	728	724	718	711	705	697	690	682	673	665	656	647	638	629	620	611	603	594	585	577	569	561	553	546	539	532	525	
Tairua	1,261	1,258	1,264	1,264	1,263	1,255	1,247	1,238	1,228	1,217	1,206	1,195	1,183	1,172	1,160	1,148	1,136	1,125	1,113	1,101	1,089	1,078	1,066	1,055	1,044	1,033	1,022	1,012	1,002	992	983	974	965	
Other Tairua-Pauanui	266	264	262	263	265	271	278	284	292	300	308	316	324	332	341	349	357	365	373	382	390	398	406	414	423	431	439	447	456	464	472	481	489	
<b>Thames Community Board</b>	<b>9,934</b>	<b>9,973</b>	<b>9,998</b>	<b>9,999</b>	<b>9,994</b>	<b>9,958</b>	<b>9,921</b>	<b>9,882</b>	<b>9,837</b>	<b>9,790</b>	<b>9,744</b>	<b>9,696</b>	<b>9,649</b>	<b>9,602</b>	<b>9,556</b>	<b>9,510</b>	<b>9,464</b>	<b>9,419</b>	<b>9,374</b>	<b>9,331</b>	<b>9,287</b>	<b>9,245</b>	<b>9,204</b>	<b>9,163</b>	<b>9,124</b>	<b>9,086</b>	<b>9,049</b>	<b>9,013</b>	<b>8,980</b>	<b>8,948</b>	<b>8,917</b>	<b>8,889</b>	<b>8,862</b>	
Thames	7,257	7,321	7,351	7,359	7,362	7,339	7,315	7,289	7,257	7,224	7,189	7,154	7,118	7,083	7,047	7,011	6,974	6,938	6,902	6,866	6,830	6,794	6,758	6,723	6,689	6,655	6,622	6,589	6,558	6,528	6,499	6,471	6,444	
Thames Coast	1,635	1,625	1,625	1,619	1,612	1,597	1,583	1,568	1,551	1,535	1,519	1,502	1,487	1,471	1,456	1,441	1,427	1,413	1,399	1,386	1,373	1,361	1,349	1,337	1,326	1,316	1,306	1,296	1,287	1,278	1,270	1,262	1,254	
Thames South	1,042	1,027	1,022	1,020	1,020	1,021	1,023	1,026	1,029	1,032	1,036	1,040	1,044	1,048	1,053	1,058	1,063	1,068	1,074	1,079	1,085	1,091	1,096	1,103	1,109	1,115	1,122	1,128	1,135	1,142	1,149	1,156	1,164	
Other Thames	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Whangamata Community Board</b>	<b>3,928</b>	<b>3,929</b>	<b>3,945</b>	<b>3,950</b>	<b>3,951</b>	<b>3,936</b>	<b>3,920</b>	<b>3,901</b>	<b>3,879</b>	<b>3,856</b>	<b>3,831</b>	<b>3,805</b>	<b>3,779</b>	<b>3,752</b>	<b>3,725</b>	<b>3,698</b>	<b>3,670</b>	<b>3,643</b>	<b>3,615</b>	<b>3,588</b>	<b>3,561</b>	<b>3,534</b>	<b>3,508</b>	<b>3,482</b>	<b>3,457</b>	<b>3,432</b>	<b>3,409</b>	<b>3,386</b>	<b>3,364</b>	<b>3,343</b>	<b>3,323</b>	<b>3,304</b>	<b>3,287</b>	
Onerana	137	137	137	137	136	135	133	132	130	128	126	123	121	119	117	115	113	111	109	107	105	103	101	99	97	95	94	92	91	89	88	86	85	
Whangamata	3,538	3,541	3,557	3,562	3,563	3,549	3,533	3,516	3,494	3,471	3,447	3,422	3,396	3,370	3,344	3,317	3,290	3,263	3,236	3,209	3,182	3,155	3,129	3,104	3,078	3,054	3,030	3,007	2,985	2,963	2,943	2,923	2,905	
Other Whangamata	254	252	251	251	251	252	253	254	256	257	258	260	261	263	265	266	268	269	271	273	274	276	278	280	281	283	285	287	289	291	293	295	297	

Figure 1: Thames-Coromandel District Population Projections

## Appendix 1 - Forecasting Assumptions

Topic	Forecasting Assumption	Risk	Level of Uncertainty	Reasons and Financial Effect of Uncertainty
<b>RATING UNIT GROWTH</b>	<p>The BERL rating unit projections show District rating units increasing by:</p> <ul style="list-style-type: none"> <li>a) between 0.1% and 1.4% per annum in the LTP period to 29,482 units by 2022, an overall increase on 2012 rating units of 11.5%; and</li> <li>b) 1.4% per annum in the following ten years to 33,875 by 2032, an increase on 2022 rating units of 14.7%.</li> </ul> <p>The assumption is that District rating units will grow by less than 1% per annum (between 0.1% and 0.7%) until around 2016 when stronger growth will start.</p>	<p>Rating unit growth occurs at higher or lower rates than assumed in the District, in the community board areas or particular settlements</p>	<p>Medium / High</p>	<p>Economic conditions and the discretionary nature of the housing market can cause variations in rating unit growth from that assumed.</p> <p>The main financial effect of slower than projected growth can be a reduction in budgeted development contributions and rating revenue. This can be felt particularly in small local funding catchments such as water supply and wastewater catchments with considerable capital spending.</p>
	<p>Mercury Bay Community Board area is expected to see significantly larger gains in rating units than the other board areas with growth of nearly 1600 units in the LTP period (160 per annum) and over 2000 in the following 10 years. By comparison the other board area will see growth in the order of between 260 and 415 in the LTP period (26 to 41 units per annum) and between 358 and 560 in the following 10 years.</p>			<p>It can result in increased debt levels and associated interest expense for capital projects.</p>
	<p>Of the settlements only Whitianga is expected to see substantial growth in rating units, gaining over 1000 units in the LTP period and over 1300 units in the following ten years.</p>			<p>However, rating unit projections and the resulting revenue from new development for the LTP period are conservative, with low growth in the first 3 to 5 years.</p> <p>Council should be able to make adjustments to infrastructure delivery to account for variations.</p> <p>Predictions by BERL of increased rating unit growth after 2013 may avoid project deferral as the pace of development increases over time.</p> <p>A further impact would be a lower number of rateable properties than is currently forecast over which to spread the rating burden over than forecast in this ten year plan budget.</p>



# Appendix 1 - Forecasting Assumptions

Thames-Coromandel District Rating Units	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	
<b>Thames-Coromandel District</b>	<b>26,399</b>	<b>26,418</b>	<b>26,452</b>	<b>26,525</b>	<b>26,635</b>	<b>26,915</b>	<b>27,204</b>	<b>27,522</b>	<b>27,888</b>	<b>28,273</b>	<b>28,663</b>	<b>29,064</b>	<b>29,471</b>	<b>29,883</b>	<b>30,301</b>	<b>30,725</b>	<b>31,155</b>	<b>31,590</b>	<b>32,032</b>	<b>32,480</b>	<b>32,935</b>	<b>33,395</b>	<b>33,863</b>	<b>34,336</b>	<b>34,817</b>	<b>35,304</b>	<b>35,797</b>	<b>36,298</b>	<b>36,806</b>	<b>37,321</b>	<b>37,843</b>	<b>38,372</b>	<b>38,909</b>	
Year on year increase in rating units		20	34	73	109	280	289	318	367	385	390	401	407	412	418	424	430	436	442	448	454	461	467	474	480	487	494	501	508	515	522	529	537	
<b>Coromandel-Colville Community Board</b>	<b>2,522</b>	<b>2,530</b>	<b>2,530</b>	<b>2,539</b>	<b>2,554</b>	<b>2,594</b>	<b>2,634</b>	<b>2,678</b>	<b>2,727</b>	<b>2,778</b>	<b>2,831</b>	<b>2,887</b>	<b>2,943</b>	<b>3,000</b>	<b>3,058</b>	<b>3,117</b>	<b>3,178</b>	<b>3,239</b>	<b>3,302</b>	<b>3,366</b>	<b>3,431</b>	<b>3,497</b>	<b>3,565</b>	<b>3,634</b>	<b>3,704</b>	<b>3,776</b>	<b>3,849</b>	<b>3,923</b>	<b>3,999</b>	<b>4,077</b>	<b>4,155</b>	<b>4,236</b>	<b>4,318</b>	
Coromandel	1,177	1,183	1,183	1,188	1,190	1,203	1,216	1,230	1,247	1,264	1,282	1,300	1,319	1,337	1,356	1,376	1,395	1,415	1,435	1,455	1,475	1,496	1,517	1,538	1,560	1,581	1,603	1,626	1,648	1,671	1,694	1,718	1,742	
Other Coromandel-Colville	1,346	1,346	1,347	1,351	1,364	1,391	1,418	1,447	1,480	1,514	1,550	1,586	1,624	1,662	1,702	1,742	1,783	1,824	1,867	1,911	1,956	2,001	2,048	2,096	2,145	2,194	2,245	2,298	2,351	2,405	2,461	2,518	2,576	
<b>Mercury Bay Community Board</b>	<b>8,781</b>	<b>8,783</b>	<b>8,788</b>	<b>8,811</b>	<b>8,868</b>	<b>9,007</b>	<b>9,159</b>	<b>9,331</b>	<b>9,530</b>	<b>9,734</b>	<b>9,944</b>	<b>10,161</b>	<b>10,380</b>	<b>10,600</b>	<b>10,824</b>	<b>11,049</b>	<b>11,277</b>	<b>11,506</b>	<b>11,739</b>	<b>11,973</b>	<b>12,210</b>	<b>12,449</b>	<b>12,690</b>	<b>12,934</b>	<b>13,180</b>	<b>13,428</b>	<b>13,679</b>	<b>13,932</b>	<b>14,188</b>	<b>14,446</b>	<b>14,706</b>	<b>14,969</b>	<b>15,235</b>	
Cooks Beach Ferry Landing	979	979	982	985	987	991	994	997	1,000	1,004	1,007	1,011	1,015	1,018	1,022	1,026	1,030	1,034	1,038	1,042	1,046	1,050	1,055	1,059	1,063	1,068	1,072	1,077	1,081	1,086	1,091	1,096	1,100	
Haihei	688	688	688	689	691	697	702	708	715	722	730	737	745	753	760	769	777	785	793	802	811	820	828	838	847	856	866	875	885	895	905	916	926	
Matarangi	1,449	1,449	1,450	1,450	1,455	1,456	1,467	1,490	1,517	1,545	1,572	1,600	1,628	1,654	1,680	1,705	1,729	1,753	1,775	1,797	1,817	1,837	1,855	1,872	1,888	1,903	1,916	1,928	1,939	1,948	1,955	1,961	1,965	
Whangapoua	378	378	379	382	385	388	391	395	398	402	406	409	413	417	421	425	430	434	438	442	447	451	456	461	465	470	475	480	485	490	496	501	506	
Whitianga	3,835	3,835	3,834	3,846	3,878	3,976	4,075	4,181	4,304	4,430	4,560	4,695	4,831	4,969	5,109	5,251	5,395	5,541	5,688	5,838	5,990	6,144	6,300	6,459	6,619	6,782	6,948	7,115	7,285	7,458	7,633	7,810	7,990	
Other Mercury Bay	1,453	1,454	1,454	1,459	1,472	1,500	1,529	1,560	1,595	1,631	1,669	1,708	1,748	1,789	1,831	1,873	1,916	1,961	2,006	2,052	2,099	2,147	2,196	2,246	2,297	2,349	2,402	2,457	2,512	2,569	2,627	2,686	2,746	
<b>Tairua-Pauanui Community Board</b>	<b>4,345</b>	<b>4,346</b>	<b>4,363</b>	<b>4,385</b>	<b>4,403</b>	<b>4,446</b>	<b>4,484</b>	<b>4,524</b>	<b>4,568</b>	<b>4,613</b>	<b>4,660</b>	<b>4,708</b>	<b>4,756</b>	<b>4,806</b>	<b>4,856</b>	<b>4,908</b>	<b>4,960</b>	<b>5,013</b>	<b>5,067</b>	<b>5,122</b>	<b>5,178</b>	<b>5,234</b>	<b>5,292</b>	<b>5,351</b>	<b>5,411</b>	<b>5,472</b>	<b>5,534</b>	<b>5,597</b>	<b>5,661</b>	<b>5,726</b>	<b>5,792</b>	<b>5,860</b>	<b>5,929</b>	
Pauanui	2,409	2,409	2,423	2,445	2,458	2,485	2,508	2,531	2,555	2,580	2,606	2,632	2,659	2,686	2,713	2,741	2,769	2,798	2,828	2,858	2,888	2,919	2,950	2,982	3,014	3,047	3,081	3,115	3,150	3,185	3,221	3,257	3,294	
Tairua	1,655	1,655	1,658	1,658	1,659	1,664	1,668	1,673	1,679	1,685	1,692	1,698	1,705	1,712	1,719	1,727	1,734	1,742	1,750	1,758	1,766	1,774	1,782	1,791	1,800	1,809	1,818	1,827	1,837	1,847	1,857	1,867	1,877	
Other Tairua-Pauanui	282	282	282	282	286	297	308	320	334	348	362	377	393	408	424	440	456	473	490	507	524	542	560	578	596	615	635	654	674	694	715	736	757	
<b>Thames Community Board</b>	<b>5,353</b>	<b>5,364</b>	<b>5,365</b>	<b>5,369</b>	<b>5,373</b>	<b>5,398</b>	<b>5,422</b>	<b>5,447</b>	<b>5,480</b>	<b>5,521</b>	<b>5,556</b>	<b>5,591</b>	<b>5,626</b>	<b>5,662</b>	<b>5,699</b>	<b>5,737</b>	<b>5,775</b>	<b>5,814</b>	<b>5,854</b>	<b>5,894</b>	<b>5,936</b>	<b>5,978</b>	<b>6,021</b>	<b>6,065</b>	<b>6,109</b>	<b>6,155</b>	<b>6,201</b>	<b>6,248</b>	<b>6,296</b>	<b>6,345</b>	<b>6,395</b>	<b>6,446</b>	<b>6,498</b>	
Thames	3,676	3,688	3,689	3,692	3,695	3,719	3,737	3,755	3,779	3,803	3,821	3,838	3,856	3,874	3,893	3,912	3,932	3,951	3,972	3,993	4,014	4,036	4,058	4,080	4,104	4,127	4,151	4,176	4,201	4,227	4,253	4,279	4,307	
Thames Coast	1,162	1,162	1,162	1,162	1,163	1,163	1,164	1,164	1,166	1,175	1,184	1,193	1,202	1,211	1,221	1,231	1,241	1,251	1,262	1,272	1,283	1,294	1,306	1,317	1,329	1,341	1,353	1,366	1,378	1,391	1,405	1,418	1,432	
Thames South	514	514	514	514	515	516	521	528	535	543	551	560	568	576	585	594	603	611	620	630	639	648	658	667	677	687	697	707	717	727	738	748	759	
Other Thames	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Whangamata Community Board</b>	<b>5,397</b>	<b>5,397</b>	<b>5,406</b>	<b>5,421</b>	<b>5,436</b>	<b>5,470</b>	<b>5,505</b>	<b>5,542</b>	<b>5,584</b>	<b>5,627</b>	<b>5,672</b>	<b>5,719</b>	<b>5,766</b>	<b>5,815</b>	<b>5,864</b>	<b>5,914</b>	<b>5,966</b>	<b>6,018</b>	<b>6,071</b>	<b>6,125</b>	<b>6,181</b>	<b>6,237</b>	<b>6,294</b>	<b>6,353</b>	<b>6,412</b>	<b>6,473</b>	<b>6,535</b>	<b>6,598</b>	<b>6,662</b>	<b>6,727</b>	<b>6,794</b>	<b>6,861</b>	<b>6,930</b>	
Onerana	393	393	396	398	401	404	406	409	412	415	418	421	425	428	431	434	438	441	444	448	451	455	459	462	466	470	473	477	481	485	489	493	497	
Whangamata	4,765	4,765	4,771	4,782	4,793	4,819	4,847	4,876	4,909	4,943	4,979	5,016	5,054	5,093	5,132	5,173	5,214	5,255	5,298	5,341	5,385	5,430	5,476	5,523	5,571	5,619	5,669	5,719	5,770	5,822	5,876	5,930	5,985	
Other Whangamata	239	239	239	241	243	247	252	257	263	268	275	281	287	294	301	307	314	321	329	336	344	351	359	367	376	384	393	401	410	420	429	438	448	

Figure 2: Thames-Coromandel District Council Rating Unit Projections

## Appendix 1 - Forecasting Assumptions

Topic	Forecasting Assumption	Risk	Level of Uncertainty	Reasons and Financial Effect of Uncertainty
<b>DWELLING GROWTH</b>	<p>Residential growth will continue to be the predominant form of development. Much of the Council's capital works programme is growth related. Therefore the amount of growth and the timing of growth are significant assumptions for the Council. The following assumptions are based on dwelling projections provided in November 2010 by BERL Economics.</p> <p>From a base of 24,247 dwellings in 2012, BERL projects dwelling growth under Scenario 1 of:</p> <p>an average 290 units per annum in the first 10 years to 27,137 units in 2022 growth of 1.1% per annum; and</p> <p>an average 420 units per annum in the second 10 years to 31,347 units in 2032 growth of 1.5% per annum.</p> <p>By comparison the 2009-19 LTP assumed growth of 350 units (1.4%) per annum for the first 10 years and 500 units (1.7%) per annum for the second ten years to 2029.</p> <p>It is assumed that annual dwelling growth will be less than 50 dwellings (well below the ten-year average of 290 dwellings) until at least 2013 because of the economic situation.</p>	Dwelling growth across the District, in each community board and in each settlement, occurs at higher or lower rates than assumed.	Medium	<p>Economic conditions and the discretionary nature of the housing market can cause variations in dwelling growth away from that projected.</p> <p>Projections for the settlements are more susceptible to variation where individual developments can strongly influence dwelling delivery.</p> <p>The main financial effect of slower than projected growth can be a reduction in budgeted development contributions and rating revenue.</p>
	Of the community Board areas, Mercury Bay is expected to take 52% of dwelling growth in LTP period (1500 dwellings) with Coromandel-Colville taking 14% (408 dwellings), and Tairua-Pauanui and Whangamata areas taking around 13% (364-385 dwellings) each. Thames Community Board area is expected to take 8% of dwelling growth, gaining around 234 dwellings in the LTP period.		Medium	However, dwelling growth projections and revenue from new development for the LTP period are conservative, with low growth in the first 3 to 5 years. Council can make adjustments to infrastructure delivery to account for variations.
	<p>Of the main settlements, Whitianga is expected to take 41% of dwelling growth in LTP period (912 dwellings) with Whangamata taking 14% (308 dwellings), Pauanui 11% (241 dwellings) and Thames and Matarangi around 7.4% (162 dwellings) each.</p> <p>The proportion of dwellings in the main settlements will decline slightly from 87.3% in 2012 to 86.1% in 2022 and 84.7% in 2032</p>		High	

# Appendix 1 - Forecasting Assumptions

Thames-Coromandel District Dwellings	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042
Thames-Coromandel District	24,199	24,234	24,247	24,320	24,425	24,685	24,971	25,277	25,625	25,984	26,354	26,737	27,126	27,520	27,919	28,325	28,736	29,154	29,577	30,007	30,443	30,885	31,334	31,789	32,251	32,719	33,194	33,677	34,166	34,662	35,166	35,676	36,195
Year on year increases in dwellings		35	14	73	105	260	286	305	348	359	371	383	388	394	400	406	411	417	423	430	436	442	449	455	462	468	475	482	489	496	503	511	518
<b>Coromandel-Colville Community Board</b>	<b>2,391</b>	<b>2,392</b>	<b>2,393</b>	<b>2,398</b>	<b>2,413</b>	<b>2,453</b>	<b>2,493</b>	<b>2,536</b>	<b>2,585</b>	<b>2,636</b>	<b>2,688</b>	<b>2,743</b>	<b>2,798</b>	<b>2,855</b>	<b>2,913</b>	<b>2,971</b>	<b>3,031</b>	<b>3,092</b>	<b>3,154</b>	<b>3,218</b>	<b>3,282</b>	<b>3,348</b>	<b>3,415</b>	<b>3,483</b>	<b>3,553</b>	<b>3,624</b>	<b>3,696</b>	<b>3,770</b>	<b>3,845</b>	<b>3,922</b>	<b>4,000</b>	<b>4,080</b>	<b>4,161</b>
Coromandel	1,045	1,046	1,046	1,047	1,050	1,062	1,075	1,089	1,105	1,121	1,139	1,156	1,174	1,193	1,211	1,230	1,249	1,268	1,287	1,307	1,326	1,346	1,367	1,387	1,408	1,429	1,451	1,472	1,494	1,516	1,539	1,562	1,585
Other Coromandel-Colville	1,346	1,346	1,347	1,351	1,364	1,391	1,418	1,447	1,480	1,514	1,550	1,586	1,624	1,662	1,702	1,742	1,783	1,824	1,867	1,911	1,956	2,001	2,048	2,096	2,145	2,194	2,245	2,298	2,351	2,405	2,461	2,518	2,576
<b>Mercury Bay Community Board</b>	<b>7,675</b>	<b>7,694</b>	<b>7,701</b>	<b>7,735</b>	<b>7,784</b>	<b>7,930</b>	<b>8,078</b>	<b>8,236</b>	<b>8,417</b>	<b>8,604</b>	<b>8,797</b>	<b>8,996</b>	<b>9,196</b>	<b>9,400</b>	<b>9,605</b>	<b>9,813</b>	<b>10,024</b>	<b>10,237</b>	<b>10,452</b>	<b>10,670</b>	<b>10,890</b>	<b>11,113</b>	<b>11,338</b>	<b>11,566</b>	<b>11,796</b>	<b>12,029</b>	<b>12,265</b>	<b>12,503</b>	<b>12,744</b>	<b>12,988</b>	<b>13,234</b>	<b>13,483</b>	<b>13,735</b>
Cooks Beach Ferry Landing	902	903	905	908	911	915	919	923	927	931	935	939	943	948	952	956	961	965	970	974	979	984	988	993	998	1,003	1,008	1,013	1,018	1,023	1,028	1,034	1,039
Hahei	688	688	688	689	691	697	702	708	715	722	730	737	745	753	760	769	777	785	793	802	811	820	828	838	847	856	866	875	885	895	905	916	926
Matarangi	1,041	1,044	1,046	1,054	1,054	1,070	1,087	1,104	1,125	1,146	1,167	1,189	1,210	1,231	1,251	1,270	1,289	1,307	1,325	1,342	1,358	1,374	1,388	1,402	1,415	1,427	1,438	1,448	1,457	1,465	1,471	1,477	1,481
Whangapoua	362	364	366	368	371	375	378	382	386	390	394	398	402	406	410	415	419	424	428	433	437	442	447	452	457	462	467	472	478	483	489	494	500
Whitianga	3,335	3,343	3,344	3,354	3,383	3,473	3,563	3,660	3,771	3,887	4,005	4,128	4,253	4,380	4,508	4,638	4,770	4,904	5,040	5,178	5,318	5,460	5,604	5,750	5,898	6,049	6,201	6,357	6,514	6,674	6,836	7,000	7,167
Other Mercury Bay	1,347	1,352	1,352	1,361	1,373	1,401	1,429	1,459	1,494	1,529	1,566	1,605	1,644	1,684	1,724	1,766	1,808	1,852	1,896	1,941	1,987	2,034	2,082	2,131	2,181	2,232	2,285	2,338	2,393	2,448	2,505	2,563	2,622
<b>Tairua-Pauanui Community Board</b>	<b>3,952</b>	<b>3,952</b>	<b>3,956</b>	<b>3,976</b>	<b>3,999</b>	<b>4,033</b>	<b>4,069</b>	<b>4,106</b>	<b>4,146</b>	<b>4,188</b>	<b>4,230</b>	<b>4,274</b>	<b>4,318</b>	<b>4,364</b>	<b>4,409</b>	<b>4,456</b>	<b>4,503</b>	<b>4,552</b>	<b>4,601</b>	<b>4,650</b>	<b>4,701</b>	<b>4,752</b>	<b>4,804</b>	<b>4,858</b>	<b>4,912</b>	<b>4,966</b>	<b>5,022</b>	<b>5,079</b>	<b>5,136</b>	<b>5,195</b>	<b>5,255</b>	<b>5,315</b>	<b>5,377</b>
Pauanui	2,276	2,276	2,280	2,297	2,315	2,338	2,362	2,386	2,412	2,438	2,465	2,492	2,520	2,548	2,577	2,606	2,635	2,665	2,696	2,727	2,758	2,790	2,823	2,856	2,889	2,924	2,958	2,993	3,029	3,065	3,102	3,140	3,178
Tairua	1,517	1,517	1,517	1,518	1,520	1,526	1,531	1,537	1,544	1,551	1,558	1,566	1,573	1,581	1,589	1,597	1,606	1,614	1,623	1,631	1,640	1,649	1,658	1,667	1,677	1,687	1,696	1,706	1,716	1,726	1,737	1,747	1,758
Other Tairua-Pauanui	159	159	159	161	163	169	176	183	191	199	207	216	225	234	243	253	262	272	282	292	302	313	323	334	345	356	368	379	391	403	415	428	441
<b>Thames Community Board</b>	<b>5,086</b>	<b>5,087</b>	<b>5,087</b>	<b>5,087</b>	<b>5,088</b>	<b>5,090</b>	<b>5,117</b>	<b>5,144</b>	<b>5,177</b>	<b>5,211</b>	<b>5,246</b>	<b>5,282</b>	<b>5,320</b>	<b>5,358</b>	<b>5,396</b>	<b>5,436</b>	<b>5,476</b>	<b>5,516</b>	<b>5,558</b>	<b>5,600</b>	<b>5,643</b>	<b>5,686</b>	<b>5,731</b>	<b>5,776</b>	<b>5,821</b>	<b>5,868</b>	<b>5,915</b>	<b>5,964</b>	<b>6,013</b>	<b>6,063</b>	<b>6,113</b>	<b>6,165</b>	<b>6,217</b>
Thames	3,484	3,484	3,484	3,484	3,484	3,487	3,513	3,541	3,567	3,586	3,605	3,625	3,645	3,666	3,687	3,709	3,731	3,753	3,776	3,799	3,822	3,846	3,870	3,895	3,920	3,946	3,972	3,999	4,026	4,053	4,081	4,109	4,138
Thames Coast	1,161	1,161	1,162	1,162	1,162	1,162	1,162	1,162	1,166	1,174	1,183	1,192	1,201	1,211	1,221	1,230	1,240	1,251	1,261	1,272	1,283	1,294	1,305	1,317	1,328	1,340	1,353	1,365	1,378	1,391	1,404	1,418	1,432
Thames South	441	441	441	441	441	441	442	442	444	451	458	465	473	481	489	497	505	513	521	529	538	546	555	564	573	582	591	600	609	619	628	638	648
Other Thames	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Whangamata Community Board</b>	<b>5,095</b>	<b>5,109</b>	<b>5,110</b>	<b>5,124</b>	<b>5,141</b>	<b>5,178</b>	<b>5,215</b>	<b>5,255</b>	<b>5,299</b>	<b>5,346</b>	<b>5,393</b>	<b>5,443</b>	<b>5,493</b>	<b>5,544</b>	<b>5,596</b>	<b>5,649</b>	<b>5,702</b>	<b>5,757</b>	<b>5,813</b>	<b>5,870</b>	<b>5,927</b>	<b>5,986</b>	<b>6,046</b>	<b>6,107</b>	<b>6,169</b>	<b>6,231</b>	<b>6,296</b>	<b>6,361</b>	<b>6,427</b>	<b>6,495</b>	<b>6,563</b>	<b>6,633</b>	<b>6,704</b>
Onemana	373	375	375	378	380	383	386	389	392	396	399	402	406	409	412	416	419	423	427	430	434	438	441	445	449	453	457	461	465	469	474	478	482
Whangamata	4,507	4,518	4,518	4,528	4,540	4,570	4,600	4,632	4,668	4,705	4,744	4,784	4,825	4,866	4,908	4,951	4,995	5,039	5,085	5,131	5,177	5,225	5,274	5,323	5,373	5,424	5,476	5,529	5,583	5,637	5,693	5,750	5,807
Other Whangamata	216	217	217	219	221	225	229	234	239	245	251	257	263	269	275	282	288	295	302	309	316	323	331	338	346	354	362	371	379	388	397	406	415

Figure 3: Thames-Coromandel District Council Dwelling Projections

## Appendix 1 - Forecasting Assumptions

Topic	Forecasting Assumption	Risk	Level of Uncertainty	Reasons and Financial Effect of Uncertainty
<b>DEMOGRAPHICS</b>				
Age demographics	<p>There will continue to be significant in-movement of retirees to the District, bringing demands for particular services, facilities and commercial services. There will continue to be a decline in the younger 20-39 working age groups because of the lack of employment opportunities. It is assumed that employment opportunities in larger centres such as Auckland, Hamilton, Christchurch and Australia will continue to draw working families away from the Coromandel.</p> <p>As well as creating skills shortages in the local economy, the loss of working families could have effects on school rolls and reduce the volunteer workforce.</p>	Population in young and young working family age groups rises significantly as a proportion of resident population.	Low	Any significant variation to the assumed aging population profile may result in certain sectors of the community experiencing lower than expected levels of service. The Council may have to redirect funding to particular activities to suit a younger population.
Affordability	<p>Affordability refers to the ability of the community to pay for Council services. Affordability in some communities will remain a concern with some communities earning much less than others. Council assumes that absentee ratepayers are less likely to face affordability issues. Income levels of the usual resident population (already below the New Zealand average) will remain low.</p> <p>Housing prices will continue to be influenced by the demand from absentees making it difficult for a sector of the resident population (such as workers, tradespersons and apprentices) from accessing affordable housing</p>	Affordability issues affect rating revenue and result in unforeseen expenditures by Council.	Low/ Medium	<p>Affordability is a key factor in determining rating level increases and will influence decision making.</p> <p>Council may be called upon to and fund or become involved in certain community activities outside its core services.</p>
Population fluctuations	<p>The resident population will continue to fluctuate during the year, with a significantly higher population including many visitors in residence during peak holiday periods. From having just 51% of all dwellings occupied for much of the year, most dwellings can be expected to be occupied at peak times with an average of 8 persons per dwelling.</p> <p>These population peaks will continue to bring increased demands on infrastructure (roads, water supply, wastewater, parks and reserves, harbours) and services such as solid waste disposal and bylaw enforcement.</p> <p>There is the possibility of an emerging semi-permanent population on the Coromandel Peninsula with people working in Hamilton, Auckland and beyond for a few days of the week, returning for 3 to 4 days to Peninsula. The success</p>	Population fluctuations increase in scale between peak and quiet times.	Low	<p>Population peaks demand particular infrastructure and services which are largely unused for much of the year.</p> <p>This can place pressure on capital and operating budgets.</p> <p>It is expected that peak demands can be managed and funded for the foreseeable future</p>

## Appendix 1 - Forecasting Assumptions

	or otherwise of Broadband rollout may influence the pace of any emerging semi-permanent population.			
Absentee-to-resident Ratepayers	<p>Although the growth projections for dwellings and rating units have been moderated, they will take place against an almost static District population, potentially declining in some places. This means that the proportion of absentee ratepayers as part of the whole ratepayer body is expected to continue to increase over the long term.</p> <p>In 2009, the percentage of unoccupied dwellings (an indicator of the proportion of absentee ratepayers) was 50.8%. This proportion is expected to rise.</p>	The differing needs of the resident and absentee populations continue to widen	Low	It is expected that the differing demands of resident and absentee communities can be managed and funded for the foreseeable future.
Diversity of communities	The trend of different communities across the District, with different needs and priorities, is expected to continue.	Community needs become widely different and unable to be met.	Low	The need to widen the range of infrastructure and services provided and to deal with differing levels of service from each community can place pressure on capital and operating budgets.
<b>ECONOMIC</b>				
Economic	<p>The economic climate is expected to improve slowly but steadily. The Auckland economy – which is important for the local economy – will recover steadily.</p> <p>There will be on-going challenges in ensuring that the local economy develops in a balanced and sustainable way. Property development, which is expected to pick up in the LTP period, while bringing consumption led growth, a bigger rating base and some jobs, will not necessarily bring wealth to the local community.</p> <p>The changing social structure of the community through ageing and possible working age group loss as well as the growing proportion of absentee ratepayers will make it increasingly difficult for businesses to survive throughout the year.</p>	<p>Economic recovery stalls or is slower than expected.</p> <p>Economic activity becomes less and less sustainable and the aging and in some cases declining permanent population causes high rates of business failure.</p>	<p>Medium</p> <p>Medium</p>	<p>A slow economy has the effect of perpetuating affordability issues, slowing development and delaying cost recovery through rates and development contributions in particular.</p> <p>The risk can be managed through sound debt management and prudent financial planning.</p> <p>Business failures undermine the rating base place more burden on remaining residents and businesses and the absentee ratepayer base.</p> <p>Council measures to facilitate economic growth and sustainability initiatives in the Coromandel Peninsula Blueprint will go some way to mitigate this risk.</p>

## Appendix 1 - Forecasting Assumptions

<p>The economic recession and Canterbury earthquakes are likely to see a strengthening of the Government's tight fiscal approach and leaner business practices in the private sector.</p> <p>For the District this means that Government funding will be increasingly limited and powers may be devolved to local government. The availability and price of insurance may be affected. The ability to get contractors at reasonable prices is expected to become more difficult.</p> <p>It is assumed that the growth projections will not be affected. <b>See Operating Challenges.</b></p>	<p>More burden placed on Council to involve in/ provide certain services.</p> <p>Costs of private sector services rise steeply.</p>	<p>Medium</p>	<p>Operating budgets in particular may come under pressure over time by having to pick up functions not previously anticipated.</p>
<p>Owing to the Canterbury earthquake, the Local Authority Protection Programme Disaster Fund (LAPP) insurance for below-ground assets will no longer be available. There is an assumption therefore that the Council will incur higher insurance premiums.</p>	<p>More financial burden placed on the Council.</p>	<p>Medium</p>	<p>Operating budgets in particular may come under pressure.</p>
<p>Distributive and non-government related service industries (accommodation, cafes, retailing, health services, and property and business services) will continue to grow at a higher rate than the productive primary and secondary sector. The tourism industry will remain a singularly important sector.</p>	<p>There is too high a reliance on the service sector and the sector, particularly tourism, goes into decline.</p>	<p>Low/ Medium</p>	<p>Service sector business failures undermine the rating base placing more burden on remaining residents and businesses and the absentee ratepayer base.</p> <p>Council measures to facilitate economic growth and sustainability initiatives in the Coromandel Peninsula Blueprint will go some way to mitigate this risk.</p>
<p>The productive industries (forestry and agriculture) are expected to remain important sectors of the economy. While it is not yet clear how Iwi will respond economically to the Treaty Settlements, changes may be seen in forestry practices (as other alternative land uses may develop).</p> <p>Aquaculture is expected to grow significantly and have "spin-off" effects for tourism. There will be increased Government support for aquaculture with legislative changes bringing amongst other things, reduced consenting requirements and in some cases extending rights for fishing and aquaculture.</p> <p><b>See Legislative changes, Resource Management Act 1991 and Marine and Coastal Area (Takutai Moana) Act 2011</b></p>	<p>Productive sector remains flat, does not diversify or declines further in importance.</p> <p>Council cannot meet demands for the sector for infrastructure if it grows strongly.</p> <p>Aquaculture industry does not grow according to expectations.</p> <p>Land supply and land-based</p>	<p>Medium</p>	<p>Productive sector stagnation undermines any expectation of a widening rating base placing more burden on existing residents and businesses and the absentee ratepayer base.</p> <p>A prudent approach that does not depend on any immediate strong increases in the productive sector will mitigate this risk.</p>

## Appendix 1 - Forecasting Assumptions

	The prospects for aquaculture are tempered by the challenges for transportation and the availability and deliver of land for the land based side of the industry. The Council will be expected to play its part.	infrastructure bottlenecks slow growth in aquaculture.		<p>Strong demands from the aquaculture sector for infrastructure and land may place unforeseen demands on capital and operating budgets (planning).</p> <p>Council measures to facilitate economic growth and sustainability initiatives in the Coromandel Peninsula Blueprint will go some way to mitigating these risks.</p>
<b>GENERAL</b>				
Public interest and expectations	It is assumed that while there is still public interest in climate change, the focus will be on recent earthquake and tsunami events in Christchurch and Japan and the state of the New Zealand and local economy for some time to come. The Council's will be expected to position itself and respond to these areas of interest. <b>See Extreme events – Storm and seismic damage.</b>	Community pressures bring higher than anticipated demands and expectations on a range of important issues.	Medium	<p>Capital and operating budgets may come under pressure attending to a wider range of matters.</p> <p>Changes to the LTP will need to be considered and funding provided in various activities (as necessary) to meet public demands.</p>
Effects of climate change	Upcoming reports from the Intergovernmental Panel on Climate Change (IPCC) and National Institute of Water and Atmospheric Research (NIWA) on climate change will almost certainly influence the Government's position and the Council will need to be flexible to respond either to an increasing or decreasing emphasis on climate change as the case may be. The Council may find it has overestimated or underestimated its responses	Climate change reports cause Government to alter its position significantly and this places greater or lesser pressures on the Council to respond.	Medium	<p>Either Government response scenario could affect capital and operating budgets.</p> <p>It is premature to alter the Council's current approaches to climate change.</p>
Extreme events - Storm and seismic damage	The Coromandel Peninsula will remain susceptible to extreme natural events. These events will become of increasing interest and concern to the community, particularly with recent events elsewhere. The Council can expect a number of moderate (storm, wind and inundation) events in the LTP period and a more extreme event cannot be ruled out. Natural events already influence Council operations and expenditure and can be expected to continue to do so.	More severe weather events may be experienced and the risk of seismic events increases community demands for response.	Medium	<p>Significant additional "one-off" repair costs and rating impacts may be incurred as a result of storm events.</p> <p>Whilst the Council has a disaster relief fund to combat more regular storms, if there was a more severe event there may not be sufficient funds to meet the costs.</p> <p>It is expected that higher operating costs will be incurred because of public</p>

## Appendix 1 - Forecasting Assumptions

				demands for higher levels of readiness.
Energy	The assumption is that energy supplies and costs will not limit development but may affect the affordability/viability of some businesses and communities if prices rise too steeply.	Fuel and energy costs continue to rise steeply. We have assumed a cumulative inflation for energy of 66.45% over the ten years (See Figure Five for further information).	Medium	Higher fuel and energy costs will place pressure on operating budgets but are expected to be manageable. Higher costs may affect resident and business affordability with implications for rates.
Sustainability	The assumption is that the Council will be expected to concern itself and become more involved in a number of sustainability issues particularly as a result of its commitments to the Coromandel Peninsula Blueprint.	Threats to sustainability become more severe.	Low/ Medium	Council's commitments under the Coromandel Peninsula Blueprint bring with them costs for addressing sustainability issues.  These may increase over time if issues become more severe.
Tourist and visitor growth	Tourists and visitors will continue to be a major element of the economy and continue to grow in numbers over time.	Too much reliance is placed on tourism and visitor numbers fall to levels that undermine the local economy.  Tourist and visitor numbers reach levels that put pressures on facilities and the environment.	Low/ Medium	Falling visitor numbers may undermine the economy affecting user charges, rates revenue and development contributions.  However, very high visitor numbers may place pressure for additional funding of activities such as harbours, parks and reserves and public conveniences.
Treaty of Waitangi settlements	The Hauraki Treaty Settlement process is expected to change the way Council has traditionally operated with Iwi with the prospect of co-management regimes and co-governance roles.  Iwi will play an increasingly important role in both the economic and social development of the District as land owner and joint manager of the District's most valuable assets – in aquaculture, tourism and forestry.  The resolution of Treaty Settlements could bring opportunities for growth in some sectors such as forestry and aquaculture bring a new social dynamic to the Coromandel	The operating environment changes beyond any expected by the Council.	Low/ Medium	There will be new demands on operating budgets of various Council activities in order to be able to respond effectively to a new operating environment.
Legislative changes	Legislative changes generally will continue to create significant work for	Devolution of powers and	Medium	Changes to legislation will require



## Appendix 1 - Forecasting Assumptions

	territorial authorities and cause them to incur more costs. The devolution of responsibility from central to local government is expected to continue and mandatory health and environmental standards will increase Councils costs and obligations steadily over time.	legislative changes continue or increase significantly.		significant amounts of work and new expenditure across a range of council activities over the LTP period.
Resource Management Act 1991 (RMA)	Further changes to the Act will come from the Phase 2 RMA reforms process, which will bring further costs and obligations on the Council.	The Phase 2 reform process brings more significant changes to the RMA than anticipated.	Medium/ High	A number of activities rely on and operate with the RMA. Further significant changes will affect operations across the Council as a whole. This will have time, resource and cost implications that cannot yet be quantified.
Emissions Trading Scheme (ETS)	Indications are that the Government is intent on moderating advances towards its full obligations under an (ETS).  With other national priorities, the anticipated effects of the ETS on Council costs and operations may not be as onerous as previously expected.	Changes to the ETS are more or less significant for Council than previously expected.	High	Any changes to the Government's approach to the ETS will remain difficult to anticipate what effect they will have on Council business and what to budget for.
Marine and Coastal Area (Takutai Moana) Act 2011	It is expected that the Act will have implications for the District, which are not yet fully known, particularly the potential for expansion of the aquaculture industry.	As the Act is implemented, the operating environment changes beyond any expected by the Council.	Medium	The effect of the new Act will have time, resource and cost implications for Council that cannot yet be fully quantified.
Aquaculture Reform (Repeals and Transitional Provisions) Amendment Act 2011	The Aquaculture Reform (Repeals and Transitional Provisions) Amendment Act 2011 established a new 300 hectare finfish farming area in the Hauraki Gulf as well as other changes to assist and facilitate aquaculture and it is expected the Council will be required to play its part supporting the industry.	Changes as a result of the new legislation transform the aquaculture industry more rapidly than expected.	Medium	Council will be expected to play its part particularly in activities that facilitate the land supply and infrastructure side of the industry (land use planning, transportation and harbour facilities) and this will bring capital and operating cost implications.

## Part 2: Operational and Engineering Assumptions

Topic	Forecasting Assumption	Risk	Level of Uncertainty	Reasons and Financial Effect of Uncertainty
Staff recruitment and retention	<p>There will continue to be challenges in recruiting and retaining staff with the necessary skills.</p> <p>Personnel costs as a proportion of rates and total expenditure will remain fairly steady as has been the case since 2005.</p>	High national and in some cases international demand results in the inability to fill positions in a timely manner.	Medium	<p>This may result in delay in project deadlines and impact on levels of service.</p> <p>This risk can be mitigated by various initiatives but these bring operating costs implications.</p>
Contracts	It is expected that there will be no significant changes in the availability of tenders for contracts, although events in Christchurch and major infrastructure initiatives in Auckland over the next 10 years may influence availability and cost to some degree.	Contractors become very scarce and difficult to find, limiting the range for selection and driving costs upward.	Medium	Planned capital expenditure to meet growth and renewals cannot be carried out.
Capital works costs	<p>Costs of new or replacement infrastructure will be driven upward by cost escalation and higher environmental and health standards.</p> <p>However on average, costs of major capital works will not vary significantly from costs estimated at the concept stage to costs at completion.</p>	Costs rise steeply above estimates.	Medium	The Council has a higher level of confidence regarding capital project costs in the short term but less certainty in the longer term due to fluctuations in the economy and District growth trends
Resource consent standards/ Property designations	<p>Resource consent standards for water sources and for stormwater and wastewater discharges from Council infrastructure will increase steadily over time, but consents will be obtained without appeal and consent compliance will be achievable. The drinking water standards will be achievable.</p> <p>Any new property designations or resource consents required for new wastewater, water, stormwater and solid waste systems, or for the significant upgrading of existing systems, will be able to be obtained, subject to conditions acceptable to the Council, and any necessary land purchased, prior to the time that has been scheduled for the actual construction of works, in this LTP.</p>	Resource consents are appealed to the Environment Court resulting in significant delays.	Medium	Recent reforms have sped appeal processes up. However, consenting processes can still be costly.
		Stringent resource consent conditions and standards lead to high treatment standards being imposed which lead to high costs.	Medium	<p>Higher treatment standards being imposed will lead to higher operating and maintenance costs.</p> <p>In the term of the plan eight (out of 20) wastewater activity consents expire and seven (out of 21) water activity consents expire.</p>
		Designations or consents cannot be obtained, or the necessary land purchased,	Medium	<p>Designation processes have been streamlined but can still be costly.</p> <p>The risk can be minimised if the Council always has a</p>

## Appendix 1 - Forecasting Assumptions

Topic	Forecasting Assumption	Risk	Level of Uncertainty	Reasons and Financial Effect of Uncertainty
		before the scheduled time of construction. Work is delayed.		clear and detailed future forward work programme to which it is committed, for at least the next three to four years.
Significant land use changes	<p>The District Plan review is underway and will give effect to the Coromandel Peninsula Blueprint: Framework for our Future, influencing land use changes but there will not be any substantial (either general or localized) changes to land uses in the District during the ten year period, that have consequential impacts on Council infrastructure needs, that have not been foreseen.</p> <p>It is too early to assume any major land use effects of the increasing economic role of iwi in forestry, aquaculture and agriculture following the Treaty settlement.</p>	Significant unforeseen land use occurs of a type that has potential significant effects.	Low	<p>The Council will need to assess the situation but this matter is not entirely within the Council's hands.</p> <p>A third party may lodge an application for a plan change or non-complying consent at any time. This can lead to higher unforeseen costs in certain areas.</p> <p>The risk is however minimised by the fact that the Council is able to impose appropriate conditions at the time of resource (or other planning) consent to minimise effects - including the power to require work to be done, or money to be paid, to fund the cost of addressing the direct impacts. Development contributions may be able to be obtained.</p>
Operating challenges	<p>The Council will continue to face calls for the same range of services as larger territorial authorities in spite of its limited rating base. Community expectations for higher quality services and facilities and a lower tolerance of service failures will drive operating costs upward.</p> <p>Outputs from the Coromandel Peninsula Blueprint will be carried through to the District Plan and a range of Activity Plans.</p> <p>There will be increasing demands on local government to play a more significant role in Government service delivery at the local level (oversight and monitoring of centrally funded but locally delivered services. There will be less financial help from Government and the potential for loss or reduction of some local services.</p>	Operating demands increase significantly more as a result new service demands, expectations and Government influences.	Medium	This risk has implications for the operating budget. While responses to the Coromandel Peninsula Blueprint can now be evaluated and quantified, the implications of changing community and Government expectations may be less easily understood.

## Part 3: Financial Assumptions

Topic	Forecasting Assumption	Risk	Level of Uncertainty	Reasons and Financial Effect of Uncertainty
Useful lives of significant assets	It is assumed that no significant assets will fail before the end of their useful lives as determined in accordance with the depreciation rates set out in the accounting policies of the Council.	Some assets may wear out and fail sooner, or later, than calculated.	Medium	<p>There is no certainty that asset components will last exactly their design lives. However, replacement is budgeted at the expected end of useful life and earlier replacement will result in a loss on disposal of any residual value.</p> <p>Earlier replacement may result in the deferral of other discretionary capital projects in order to remain within self imposed debt limits as set out in Council's Financial Strategy.</p>
Price level changes	<p>Costs of providing local government services will increase at a higher rate than inflation. Overall the Local Government Cost Index has risen faster than the CPI since 1999 at annual rates of 3.6% and 2.7% respectively. Cost structures faced by local government will continue to differ significantly from the CPI "basket".</p> <p>Operations of Council are split into two distinct groups</p> <ol style="list-style-type: none"> <li>1. Operating units and associated cost pools, and</li> <li>2. Activities</li> </ol> <p>Operating units are the internal operation centres of the Council, such as finance, information technology and such. These cost centres exist to provide services to the Councils activity groups such as roading, wastewater and the like. The costs of these operating units are charged to each individual activity.</p> <p><u>Operating Units</u></p> <p>In order to produce this Ten Year Plan all operating unit budgets and overhead allocation to the Council activities had to be completed by July 2011. As such inflation predictors for Council's Operating Units were based upon Inflation predictions provided by Business and Economic Research Limited (BERL) in October 2010. These are reproduced below in</p>	<p>That price level changes will vary from those used.</p> <p>There is a risk that yearly expenditure is not always evenly spread throughout the year.</p>	High	<p>Provided the Reserve Bank of New Zealand is required to keep general inflation under 4% per annum, the projected changes in price levels will vary only slightly. The effect of any variation up, or down, will result in a higher or lower rates requirement.</p> <p>Actual Expenditure within each year of the 10-year plan is not spread evenly. If expenditure is higher in the first half of the year than the second then forecast inflation adjusted expenditure levels would be overstated and vice versa.</p> <p>Based on a projected Total Expenditure (Operating and Capital) of \$100million a plus/(minus) 1% movement in the forecast inflation rate would result in an approximate movement in total costs of plus/(minus) \$1million. This would then have a flow on effect into all of the remaining years of the ten-year plan.</p>

## Appendix 1 - Forecasting Assumptions

Topic	Forecasting Assumption	Risk	Level of Uncertainty	Reasons and Financial Effect of Uncertainty
	<p>figure 4.</p> <p>The BERL Inflation predictors used June 2010 as the base year as such this information was modified to a June 2011 base year.</p> <p><u>Activity Units Cumulative Inflation Predictors</u></p> <p>Price level changes have been calculated using projections prepared by BERL. The inflation projections supplied by BERL are for the year ending 30 June.</p> <p>In calculating the price levels changes for each individual year of the Ten Year Plan, the Council has applied the cumulative inflation projection to the end of the prior year (as provided by BERL) and 50% of the projected inflation for the appropriate year.</p> <p>Figure 5 is based upon the October 2011 BERL report of June 2011 values and depicts cumulative price levels changes.</p>			

Year Ending	June 2013	June 2014	June 2015	June 2016	June 2017	June 2018	June 2019	June 2020	June 2021	June 2022
<b>% Inflation Increase</b>	4.00%	6.40%	8.90%	11.50%	14.10%	16.75%	19.50%	22.30%	25.10%	27.90%

Figure 4: Operating Unit Cumulative Inflation Predictors

## Appendix 1 - Forecasting Assumptions

Year Ending	Road	Property	Water	Energy	Staff	Other
June 2013	6.25%	5.40%	6.70%	8.05%	3.90%	4.80%
June 2014	9.85%	8.45	11.00	13.25	6.45	7.70
June 2015	13.50	11.60	15.10	18.65	9.00	11.15
June 2016	17.30	14.90	19.25	24.45	11.70	14.80
June 2017	20.85	18.45	23.75	30.75	14.60	18.70
June 2018	24.60	21.95	28.30	37.10	17.45	22.75
June 2019	28.80	25.35	32.80	43.35	20.20	26.90
June 2020	33.40	29.00	37.70	50.20	23.15	31.15
June 2021	38.15	33.05	43.15	58.00	26.40	35.65
June 2022	42.95	37.40	49.00	66.45	29.85	40.45

Figure 5: Activity Units Cumulative Inflation Predictors

## Appendix 1 - Forecasting Assumptions

Topic	Forecasting Assumption	Risk	Level of Uncertainty	Reasons and Financial Effect of Uncertainty																						
NZTA subsidy rates	<p>Subsidies have been included at the approved rate of 43% maintenance and 53%** construction for the 2012/13 year. For the remaining nine years it is assumed that the level of subsidy will increase in proportion to increased costs and that the percentage of subsidy to cost, in each category, will not change.</p> <p><b>**NB:</b> Under the NZTA rules currently only minor safety projects and bridge replacements qualify for the increased construction subsidy of 53%.</p>	No risk in 2012/13. For remaining nine years there is a risk that subsidy rates will change.	Medium	NZTA subsidy rates																						
Interest rates on borrowing	<p>Interest on existing and new borrowing is forecast as follows:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;">2012/2013: 6.68%</td> <td style="width: 33%;">2013/2014: 5.96%</td> <td style="width: 33%;">2014/2015: 5.77%</td> </tr> <tr> <td>2015/2016: 6.05%</td> <td>2016/2017: 7.15%</td> <td>2017/2018: 7.13%</td> </tr> <tr> <td>2018/2019: 7.10%</td> <td>2019/2020: 7.09%</td> <td>2020/2021: 7.11%</td> </tr> <tr> <td>2021/2022: 7.08%</td> <td></td> <td></td> </tr> </table> <p>In calculating these rates the Council has taken into account interest rate swaps held and the forecast interest rate at 9 May 2012.</p> <p>The table below indicates the cost per annum to the Council given a 1% increase in the interest rate at a range of assumed borrowing levels.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th></th> <th style="text-align: center;">\$25 million</th> <th style="text-align: center;">\$50 million</th> <th style="text-align: center;">\$75 million</th> <th style="text-align: center;">\$100 million</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"><b>Interest cost</b></td> <td style="text-align: center;">\$250,000</td> <td style="text-align: center;">\$500,000</td> <td style="text-align: center;">\$750,000</td> <td style="text-align: center;">\$1,000,000</td> </tr> </tbody> </table>	2012/2013: 6.68%	2013/2014: 5.96%	2014/2015: 5.77%	2015/2016: 6.05%	2016/2017: 7.15%	2017/2018: 7.13%	2018/2019: 7.10%	2019/2020: 7.09%	2020/2021: 7.11%	2021/2022: 7.08%				\$25 million	\$50 million	\$75 million	\$100 million	<b>Interest cost</b>	\$250,000	\$500,000	\$750,000	\$1,000,000	<p>Interest rates will increase beyond those budgeted for the 10 year LTP period.</p> <p>NZ's sovereign ratings were downgraded by two agencies (Fitch and Standard &amp; Poors) on the 30 September 2011. The overall impact of these downgrades is a potentially higher cost of borrowing than would have been the case if we had not been downgraded.</p> <p>The main reason cited by both agencies was the high level of external debt.</p>	Low	Interest rates on borrowing
2012/2013: 6.68%	2013/2014: 5.96%	2014/2015: 5.77%																								
2015/2016: 6.05%	2016/2017: 7.15%	2017/2018: 7.13%																								
2018/2019: 7.10%	2019/2020: 7.09%	2020/2021: 7.11%																								
2021/2022: 7.08%																										
	\$25 million	\$50 million	\$75 million	\$100 million																						
<b>Interest cost</b>	\$250,000	\$500,000	\$750,000	\$1,000,000																						
Refinancing Term Loans/External Funding	<p>Loan servicing is calculated on a table basis over 30 years for infrastructure, with early repayment if surplus depreciation reserves are available. Refinancing of external loans is assumed to be readily achieved.</p> <p>The Council expects to maintain a significant lead-in time within which it can seek to lock in alternative funding sources.</p>	Refinancing of external loans is difficult.	Low	Refinancing Term Loans/External Funding																						

## Appendix 1 - Forecasting Assumptions

Topic	Forecasting Assumption	Risk	Level of Uncertainty	Reasons and Financial Effect of Uncertainty
Vested assets	The level of vested assets from resource consents issued is assumed to be at levels over the past five years during which there has been slower growth than in previous years and which is more likely to reflect growth into the LTP period.	The value of vested assets is greater than predicted thereby increasing depreciation expense.	Medium	Vested assets
Sources for funds for future replacement of significant assets	It is assumed that funding for the replacement of significant assets will be obtained from the appropriate sources as set out in the Council's Revenue and Financing Policy	The main risk is that budgets for some capital replacements may not have been included and sources may not meet requirements.	Low	There is little or no risk that sources of funds for replacement of significant assets will not be achieved. Funding of all asset replacements during the life of the Ten Year Plan has been disclosed.
Currency movements and related asset values	Some components of works in the Ten Year Plan may be sourced from overseas. It is assumed that all input components (whether sourced in New Zealand or abroad) will be assessed in New Zealand dollars.	Currency exchange rates will significantly fluctuate.	Low	Currency movements and related asset values.
Forestry	The value of log prices is anticipated to increase in the future. These prices are affected by demand, by the foreign exchange rate, and whether or not the trees have been irrigated.	That the prices will continue to be low for the life of the Plan and that the quality of irrigated trees will reflect in a lower log price.	Medium	Forestry



## Appendix 2 - Schedule of Grants for Year One

This section provides:

- The schedule of grants for year one (2012/2013) of the Plan

## Appendix 2 - Schedule of Grants for Year One

Throughout this Ten Year Plan the term grant is used to describe grants, service agreements and purchase contracts. The Council has a Community Services Contracts and Grants policy which outlines the arrangements for use of each approach.

### District Grants

Emergency Management	
Bay of Plenty Life Saving	\$105,983
Thames Valley Rural Fire District Com	\$77,920
Rescue Helicopter	\$25,000
Economic Development	
Local Economic Development Agencies	\$345,000
Destination Coromandel	\$375,000
Social Development	
Community Arts Council	\$718
Life Education Trust	\$11,973
Sport Waikato	\$81,412
Waikato Social Services	\$22,897
Housing for the Elderly	\$20,000
Coromandel Independent Living Trust	\$20,780
District Leadership	
Gold Star Awards	\$1,504

### Community Board Area Grants Thames

Halls	
Puriri Hall	\$2,598
Kauaeranga Hall	\$3,117
Te Puru Hall	\$3,117
Tapu Hall Committee	\$10,909
Social Development	
Citizens Advice Bureau	\$818
Tapu Fire Brigade	\$3,273
Puriri Fire Brigade	\$3,273
Thames Youth Centre	\$3,273
Thames Museum	\$2,182
Bella Street Pumphouse Society	\$2,182
Thames Citizens Band	\$2,182
Thames Mineralogical Museum	\$2,182
Thames Community Patrol Charitable Trust	\$12,790
Community Grants	\$25,000
Miscellaneous	\$26,845
Events	\$15,000

## Appendix 2 - Schedule of Grants for Year One

### Coromandel-Colville

Libraries	
Coromandel Library Society	\$12,000
Social Development	
Coromandel Pool	\$5,000
Community Grants	\$17,500
St John Ambulance	\$11,000

### Mercury Bay

Libraries	
Ferry Landing Community Library	\$1,300
Hahei Community Library	\$1,650
Kuaotunu Community Library	\$550
Halls	
Cooks Beach Hall Committee	\$3,350
Hahei Hall Committee	\$3,350
Coroglen Hall Committee	\$2,200
Kuaotunu Hall Committee	\$2,200
Social Development	
Mercury Bay Museum Society	\$22,500
Mercury Bay Community Pool	\$135,000
Mercury Bay Community Patrol	\$6,700
Destination Mercury Bay - Events	\$20,000
Destination Mercury Bay - Fireworks	\$10,000
Tsunami Planning	\$5,000
Community Grants	\$40,000

## Appendix 2 - Schedule of Grants for Year One

### Tairua-Pauanui

Halls	
Hikuai Hall Committee	\$2,026
Libraries	
Pauanui Community Library Society	\$5,348
Social Development	
Community Grants	\$37,000

### Whangamata

Halls	
Opoutere Hall	\$6,754
Libraries	
Whangamata Library Society	\$49,872
Social Development	
Community Swimming Pool Society	\$35,000
Whangamata Summer Festival	\$20,000
Events	\$10,000
Whangamata Night Owls	\$5,000
Additional Summer Law Enforcement	\$4,500
Community Grants	\$30,500

## Appendix 3- Community Board Areas

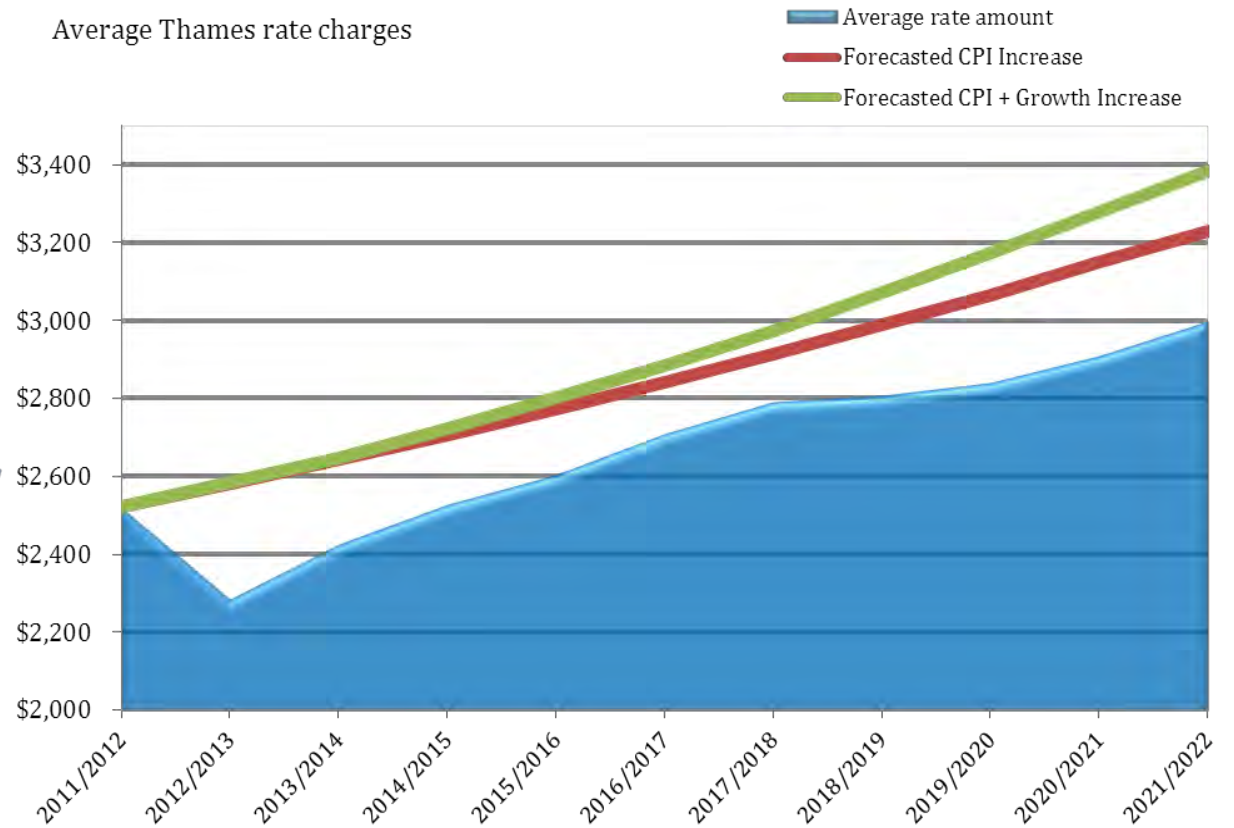
This section includes:

- an overview of average rates requirements by Community Board Area
- an overview of capital expenditure projects by Community Board Area

Thames Community Board Area



Average Thames rate charges



## Appendix 3 - Community Board Areas

### Capital Works Proposed

	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
<b>Wastewater</b>											
Thames Renewals	829	862	894	927	962	997	1,032	1,070	1,112	1,158	✓
Thames Pump Station Upgrades			33		35		38		41		✓
Thames Consent Renewal							116				✓
Thames AOB Extension								510	530		↗
<b>District Transportation</b>											
Mangakerikeri Stream Bridge						187					✓
Morrison's No 1 Bridge							554				✓
Square Kauri Bridge	128										✓
<b>Local Transportation</b>											
Footpath Rehabilitation	29	30	31	32	33	34	35	36	38	39	✓
Footpath Construction	69	71	74	76	79	81	84	87	90	93	✓
Streetlight Improvements	11	11	11	12	12	12	13	13	14	14	✓
Streetlight Renewals	11	11	11	12	12	12	13	13	14	14	✓
Coastal Walkway				67							✓
Hauraki Plains Cycleway Connections	32	27									✓
Street Furniture Renewals	8	8	8	8	9	9	9	10	10	10	✓
Bowling Club Carpark Redevelopment	213										✓

## Appendix 3 - Community Board Areas

	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
<b>Halls</b>											
Thames Furniture & Fittings	2	2	2	2	2	2	3	3	3	3	✓
<b>Harbour Facilities</b>											
Thames Renewals	1		13		36						✓
<b>Swimming Pools</b>											
Thames Pool Replacement									5,000		✓
<b>Libraries</b>											
Thames - Library Books	110	113	116	119	124	127	130	134	137	145	✓
Thames - Furniture & Fittings	8	8	8	8	9	9	9	9	9	10	✓
Thames - Leaky Building	506										✓
<b>Parks &amp; Reserves</b>											
Neighbourhood Reserves			14			412			373	132	✓
Renewals	13	14	14	14	15	15	96	98	101	68	✓
Rhodes Park Carpark Seal				138							✓
Thames Skatepark	53	108									✓
Burke St Landfill Landscape				144							✓
Community Sports Facilities		1,000	1,000			2,000					✓
Minor Reserves Projects	54	50	73	34	11	5	50	6	60	69	✓
Reserve Carpark Reseals	39	43	90	8							✓



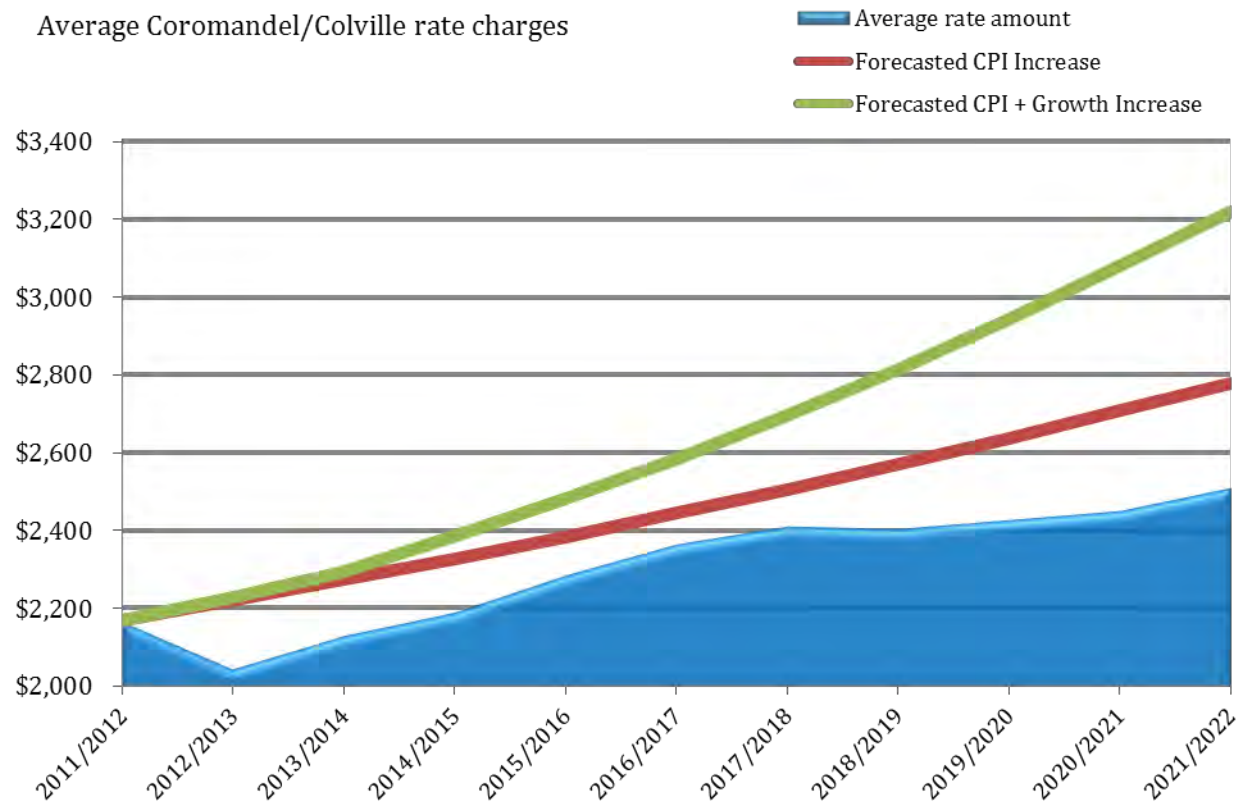
## Appendix 3 - Community Board Areas

	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
<b>Water - Thames Valley</b>											
Renewals	160	166	172	192	199	152	94	98	102	106	✓
New Supply and Reticulation	313	351	688	212	162	168	174	181	188	195	✓
<b>Water - Matatoki</b>											
Renewals	108	112	70	34	35	78	81	139	144	150	✓
New Supply and Reticulation	134	150	295	91	70	72	75	77	80	84	✓
<b>Water - Thames Urban</b>											
Renewals	623	649	673	697	723	750	776	805	836	871	✓
System Improvements				456		491		526		570	✓
Treatment Upgrade	619										✓
AOB Extension - Totara Valley										341	↗
<b>Stormwater</b>											
Renewals	623	649	673	697	723	750	776	805	836	871	✓
Thames System Improvements				456		491		526		570	✓
Area of Benefit Extension								105	109		↗
Parawai Road Upgrade				570	818						

Coromandel-Colville Community Board Area



Average Coromandel/Colville rate charges



## Appendix 3 - Community Board Areas

### Capital Works Proposed

	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
<b>Wastewater</b>											
Coromandel Renewals	77	80	83	86	89	93	96	99	103	107	✓
Coromandel Pump Station Upgrade			22		24		25		27		✓
Coromandel Treatment Plant Improvements	663	1,110	1,583								✓
Oamaru Bay Renewals	2	2	2	3	3	3	3	3	3	3	✓
<b>Solid Waste</b>											
Weighbridge Infrastructure					73						✓
<b>District Transportation</b>											
Big Sandy No 2 Bridge					320						✓
Port Jackson No.2 Ford					48						✓
Otautu Wharf Bridge								227			✓
Fletcher Bay Rd Ford									207		✓
Stony Bay Rd improvements	106										✓
Waikawau No 3 Bridge		110									✓
Waikawau No 4 Bridge				111							✓
<b>Local Transportation</b>											
Footpath Rehabilitation	7	7	8	8	8	9	9	9	9	10	✓
Footpath Construction	44	46	47	49	50	52	54	55	57	59	✓

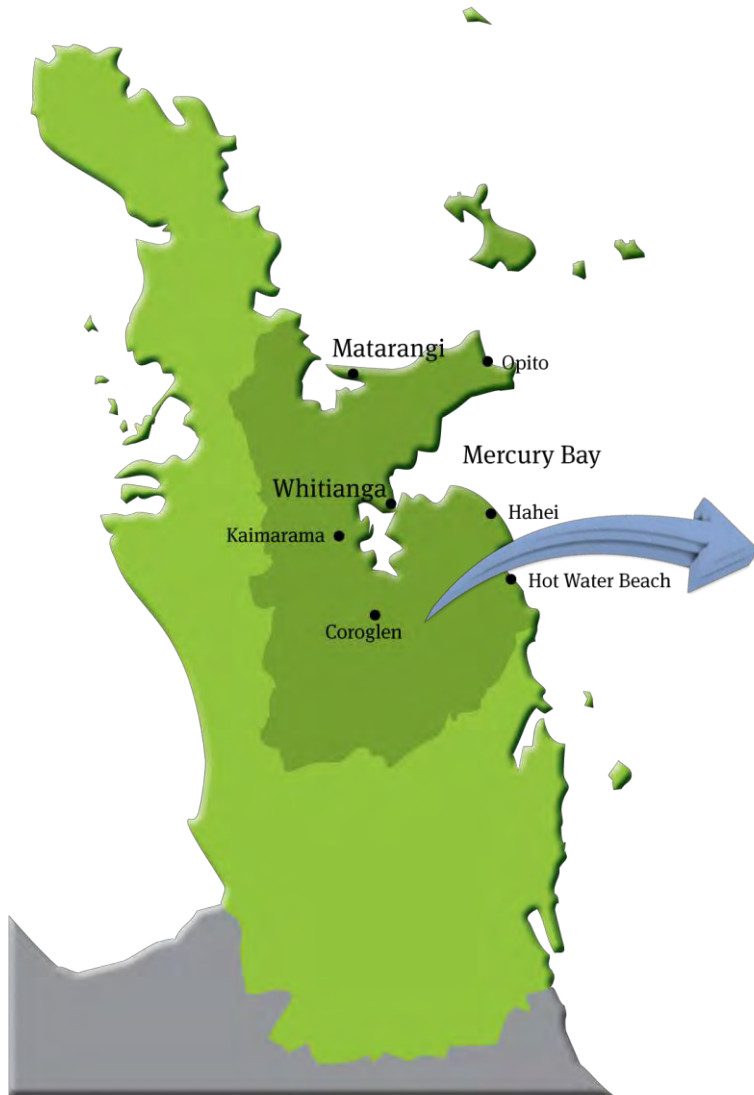
## Appendix 3 - Community Board Areas

	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
Streetlight Improvements	17	18	18	19	19	20	21	21	22	23	✓
Streetlight Renewals	4	4	4	4	4	4	4	5	5	5	✓
Cemetery Carpark							87				✓
Street Furniture Renewals	3	3	3	3	3	3	3	3	3	3	✓
Pottery Lane sealing	21	121									✓
<b>Halls</b>											
Coromandel Citizens Hall Refurbishment	97										✓
<b>Harbour Facilities</b>											
Coromandel - Renewals	5	30		34							✓
Coromandel - Resource Consent	850										✓
Coromandel - Aquaculture Infrastructure			2,567								✓
Coromandel - Hannafords Jetty		136	140								✓
<b>Parks &amp; Reserves</b>											
Neighbourhood Reserves			77			200			242	84	✓
Renewals	13	14	14	14	15	15	22	16	17	17	✓
Minor Reserves Projects	5	37	6	43	9	48	6	6	9		✓
Reserve Carpark Reseals	24			30							✓
Coromandel Sportsville	21										✓

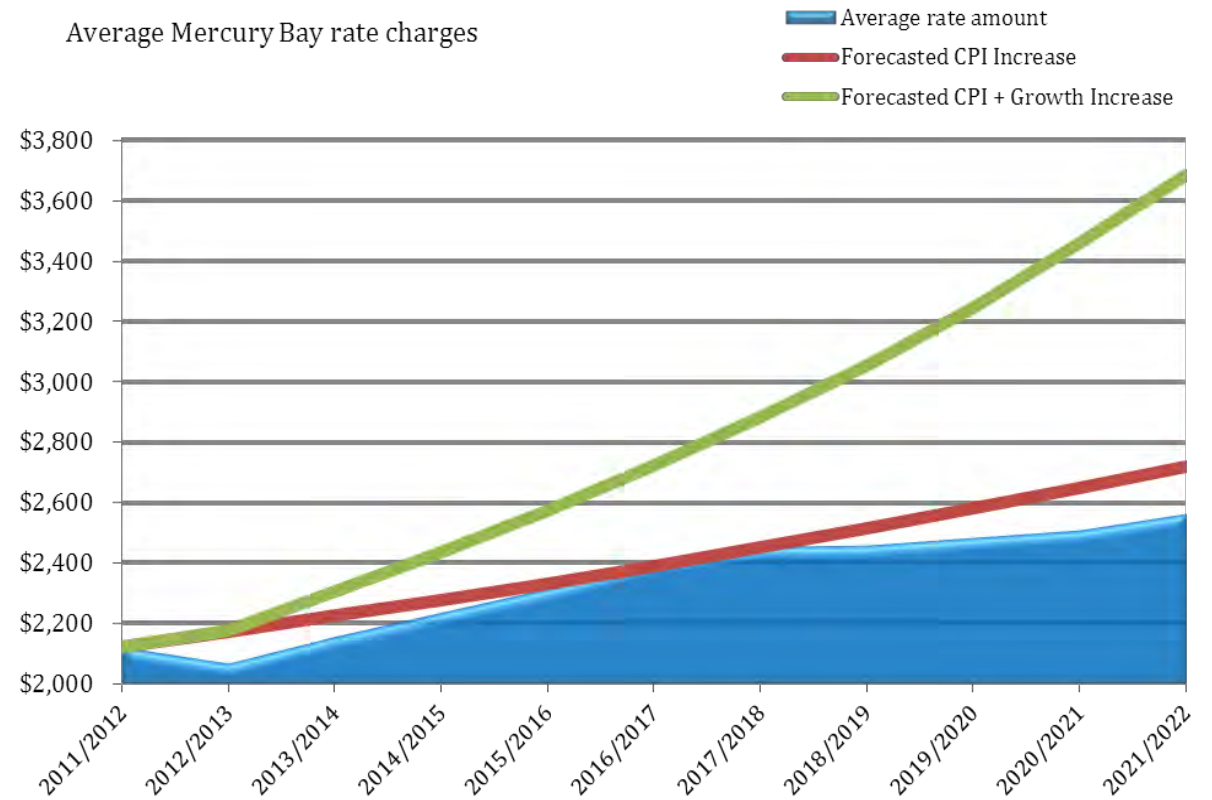
## Appendix 3 - Community Board Areas

	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
<b>Water</b>											
Renewals	308	320	96	99	103	107	111	115	119	124	✓
System Improvements		405		61	618	705		70		76	✓
Consent Renewal					215						✓
<b>Stormwater</b>											
Renewals	63	66	68	71	73	76	79	82	85	88	✓
System Improvements	58			116		125		134		145	✓

Mercury Bay Community Board Area



Average Mercury Bay rate charges



## Appendix 3 - Community Board Areas

### Capital Works Proposed

	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
<b>Wastewater</b>											
Matarangi Renewals	31	32	33	34	36	37	38	40	41	43	✓
Matarangi Pumpstation Upgrade			19		21		22		24		✓
Matarangi Treatment Upgrade	640										✓
Whitianga Treatment Plant Disposal	299										✓
Whitianga Pumpstation Upgrade	213		35		37		40		43		✓
Whitianga Renewals	85	89	92	95	99	102	106	110	114	119	✓
Whitianga Treatment Plant Expansion										7,169	↗
Whitianga CBD upgrade	4		656	666		48					✓
Whitianga Biosolids Infrastructure	900										✓
Cooks Beach Renewals	29	30	32	33	34	35	36	38	39	41	✓
Cooks Beach Treatment Disposal	191									721	↗
Cooks Beach Pumpstation Upgrade			13		14		15		16		✓
Cooks Beach Consent Renewal						100					✓
Hahei Renewals	21	22	23	24	25	26	27	28	29	30	✓
Hahei Consent Renewal			90								✓
Hahei Treatment Plant Upgrade										1,192	✓

## Appendix 3 - Community Board Areas

	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
<b>Solid Waste</b>											
Transfer Station Whitianga									307	2,065	✓
Mercury Bay South RTS & Greenwaste Facility	74	590									✓
<b>Public Conveniences</b>											
Hot Water Beach Superloo						37	627				✓
<b>District Transportation</b>											
Delmaneys Corner Flood Mitigation	21	472									✓
Barracats Bridge			318								✓
<b>Local Transportation</b>											
Footpath Rehabilitation	29	30	31	32	33	34	35	36	38	39	✓
Footpath Construction	321	182	266	274	283	292	301	312	323	335	✓
Streetlight Improvements	22	23	24	25	25	26	27	28	29	30	✓
Streetlight Renewals	22	23	24	25	25	26	27	28	29	30	✓
Street Furniture Renewals	3	3	3	3	3	3	3	3	3	4	✓
Whitianga Ferry Landing Upgrade			221								✓
Whitianga Town Entrance						224					✓
Victoria St Carpark Construction						50					✓
Hahei Lees Road Seal Extension	32	714									✓
Blacksmith Lane Footpath Legalisation										54	✓



## Appendix 3 - Community Board Areas

	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
Whitianga CBD Upgrade	171		793	740	814	356					✓
<b>Cemeteries</b>											
Mercury Bay Development Stage 1	311										✓
<b>Halls</b>											
Whitianga Town Hall Furniture	5										✓
Whitianga Town Hall Electrical Upgrade	11										✓
Whitianga Civic Centre Fire Brigade Land	150										✓
Whitianga Civic Centre										137	✓
Hahei Hall Kitchen Upgrade	11										✓
<b>Libraries</b>											
Mercury Bay - Library Books	42	43	44	45	49	50	51	53	54	60	✓
Mercury Bay - Furniture & Fittings	5	5	5	6	6	6	6	6	6	6	✓
<b>Harbour Facilities</b>											
Ferry Landing Historic Wharf Refurbishment			56								✓
Mercury Bay Destination Boat Ramp		78	84	1,408							✓
Mercury Bay Wharf Interpretive Signage			22								✓
Mercury Bay Renewals		9		25	9						✓
<b>Parks &amp; Reserves</b>											
Neighbourhood Reserves			1,140			2,383			2,812	973	✓

## Appendix 3 - Community Board Areas

	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
Renewals	21	21	29	24	24	54	148	153	157	223	✓
New Playgrounds		43		51		30					✓
Whitianga Sports Ground Land	1,616										✓
Whitianga Sports Ground	1,035										✓
Whitianga Taylors Mistake/Esplanade									250		✓
Cooks Beach Flood Protection	122										✓
Buffalo Beach Foreshore				100							✓
Matarangi Village Green Development		49									✓
Minor Reserves Projects	59	57	139	55	162	94	88	27	86		✓
Reserve Carpark Reseals	58			47							✓
Buffalo Beach Groynes	53										✓
<b>Water - Matarangi</b>											
Renewals	47	49	50	52	54	56	58	60	63	65	✓
System Improvements		168									✓
Consent Renewal									108		✓
<b>Water - Whitianga</b>											
Renewals	87	90	94	97	101	105	108	112	117	121	✓
System Improvements	424						1,374				✓
CBD Reticulation	41		367	249	158	190					✓

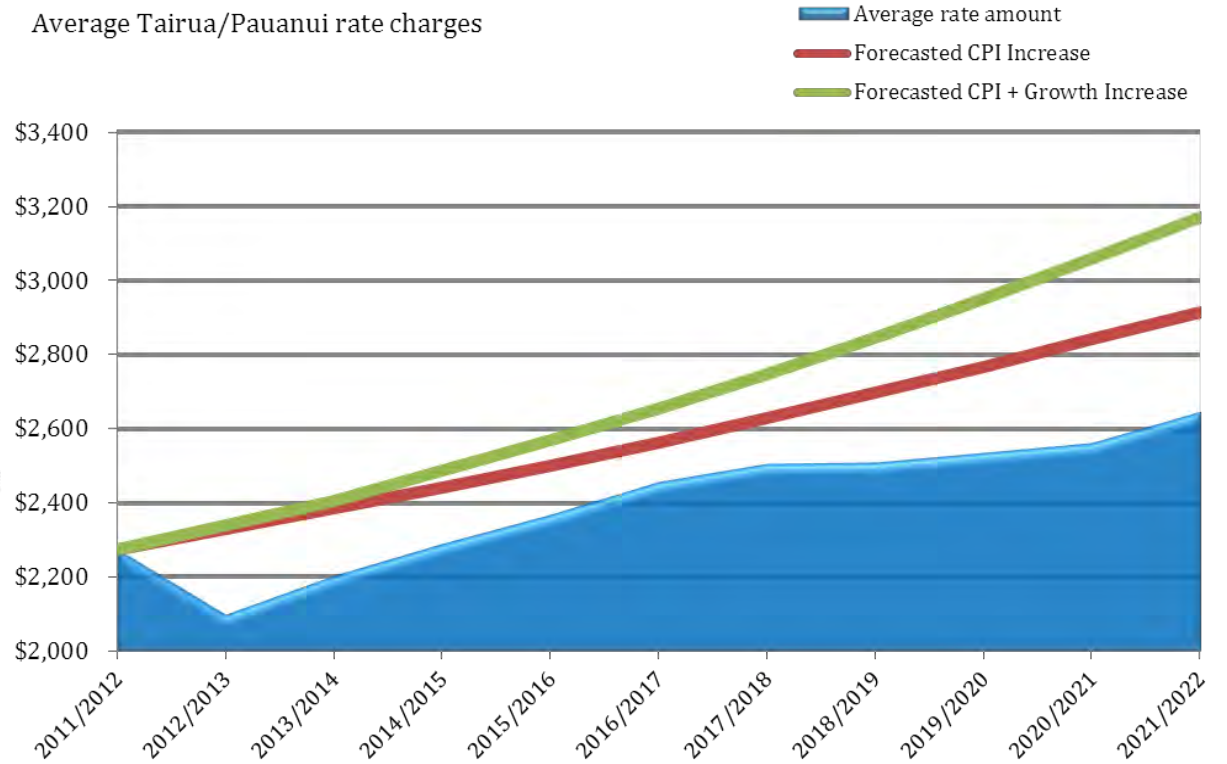
## Appendix 3 - Community Board Areas

	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
<b>Water - Hahei</b>											
Renewals	30	31	32	33	34	36	37	38	40	41	✓
System Improvements			187								✓
Consent Renewal			87								✓
<b>Stormwater</b>											
Renewals	82	85	88	91	95	98	102	105	110	114	✓
Renewals Whitianga	82	85	88	91	95	98	102	105	110	114	✓
Whitianga System Improvements				217	22		133	1,303		842	✓
Whitianga CBD Upgrade	50		1,243	217	6	34					✓
Mercury Bay System Improvements				383		412		442		478	✓
Matarangi Improvements	441			302				348			✓

Tairua-Pauanui Community Board Area



Average Tairua/Pauanui rate charges



## Appendix 3 - Community Board Areas

### Capital Works Proposed

	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
<b>Wastewater</b>											
Tairua Renewals	41	43	44	46	48	49	51	53	55	57	✓
Pauanui Renewals	60	62	64	67	69	72	82	85	88	92	✓
Tairua Pumpstation Upgrade			67		72		77		83		✓
Pauanui Pumpstation Upgrade			37		40		43		46		✓
Pauanui Treatment Plant Expansion										7,486	↗
<b>District Transportation</b>											
Tairua Manaia Rd Causeway	106	1,099									✓
Puketui Valley Rd Hikuai Dust Seal			25								✓
<b>Local Transportation</b>											
Footpath Rehabilitation	44	45	46	48	49	51	53	55	57	59	✓
Footpath Construction	89	92	95	98	101	104	108	112	116	120	✓
Streetlight Improvements	7	7	8	8	8	8	9	9	9	10	✓
Streetlight Renewals	7	7	8	8	8	8	9	9	9	10	✓
Tairua Hornsea Road Kerb & Channel	25										✓
Tairua Cory Park Parking Improvements		73									✓
Street Furniture Renewals	1	1	1	1	1	1	1	1	1	1	✓
Pauanui Hikuai Settlement Rd Improvements										1,573	↗

## Appendix 3 - Community Board Areas

	NZ\$000's										Category	
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022		
<b>Airfields</b>												
Pauanui Boundary Fence Renewal					24							✓
<b>Halls</b>												
Pauanui Community Centre	25	570										✓
<b>Libraries</b>												
Tairua - Library Books	14	14	15	15	15	15	16	16	16	17		✓
Tairua - Furniture & Fittings	5	5	5	6	6	6	6	6	6	6		✓
<b>Harbour Facilities</b>												
Tairua Mary's Beach Wharf & Boat Ramp Enhancement	53	119	1,071									✓
Tairua Renewals	22	10	16	9	25	24						✓
<b>Parks &amp; Reserves</b>												
Neighbourhood Reserves			476			785			874	303		✓
Renewals	40	41	14	14	15	15	78	73	76	196		✓
Minor Reserves Projects	122	164	47	88	14	30	100		143			✓
New Playgrounds	28			31								✓
Reserve Carpark Reseals	5	21			31							✓
Tairua Indoor Sports Facility										1,099		✓
Coastal Walkways		98										✓
Cory Park Domain	100											✓

## Appendix 3 - Community Board Areas

	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
<b>Water - Tairua</b>											
Renewals	64	66	69	71	74	76	79	82	85	89	✓
System Improvements		195		210		226		242		262	✓
Pepe Valley RBF	740										✓
New Treatment Plant	149			602	1,238						✓
Consents	180										✓
Water Meters		289									✓
<b>Water - Pauanui</b>											
Renewals	81	84	88	91	94	98	101	105	109	113	✓
Oturu Intake	100										✓
Consent	110										✓
System Improvements		193		206		221		238		262	✓
Treatment Plant Upgrade		194		3,369	3,713						✓
Aquifer Reconfiguration	427										✓
Pauanui area of benefit extension (orchard block)						683					↗
<b>Stormwater - Tairua</b>											
Renewals	65	68	71	73	76	79	81	84	88	91	✓
Tairua System Improvements				107		110		113		117	✓
Outfall upgrades	116	111									✓

## Appendix 3 - Community Board Areas

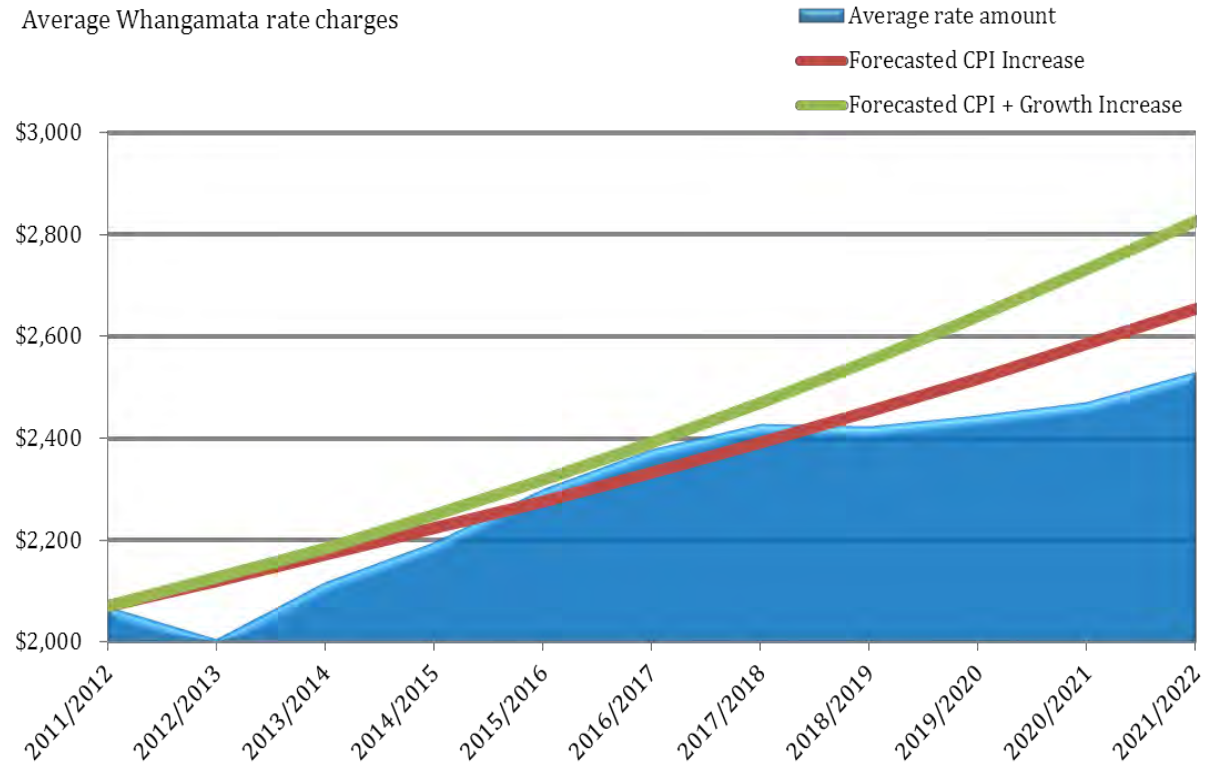
	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
<b>Stormwater - Pauanui</b>											
Renewals	63	65	68	70	73	76	78	81	84	88	✓
Pauanui Improvements				266		287		307		333	✓
Outfall upgrades			71	477							✓



### Whangamata Community Board Area



Average Whangamata rate charges



## Appendix 3 - Community Board Areas

### Capital Works Proposed

	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
<b>Wastewater</b>											
Onemana Renewals	21	22	23	23	24	25	26	27	28	29	✓
Onemana Consent Renewal								84			✓
Onemana Pumpstation Upgrade			12		12						✓
Whangamata Renewals	114	119	123	128	133	137	142	147	153	160	✓
Whangamata Pumpstation Upgrade			35		37		40		43		✓
Whangamata AOB Extension										1,920	↗
<b>Local Transportation</b>											
Footpath Rehabilitation	7	7	8	8	8	8	9	9	9	10	✓
Footpath Construction	235	154	159	164	169	174	180	186	193	200	✓
Streetlight Improvements	17	18	18	19	19	20	21	21	22	23	✓
Streetlight Renewals	11	11	11	12	12	12	13	13	14	14	✓
Service Lane Legalisation		129	106								✓
Esplanade Carpark Improvements		30									✓
Mum's Corner Pull Off	106										✓
Otahu Road Carpark Seal		16									✓
Pipi Road Carpark Seal		16									✓
Xmas Lights & Decorations	2	2	2								✓

## Appendix 3 - Community Board Areas

	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
Street Furniture Renewal	3	3	3	3	3	3	3	3	4	4	✓
Wentworth Valley Road Sealing		70	930								✓
<b>Harbour Facilities</b>											
Boat Wash Down Facility	169										✓
Wharekawa Boat Ramp		76									✓
Whangamata Renewals	5		5	10							✓
<b>Parks &amp; Reserves</b>											
Neighbourhood Reserves			401			667			791	277	✓
Renewals	14	14	14	14	15	15	32	33	34	221	✓
Island View Reserve Development	40	92									✓
Beach Road Reserve Development		15	99								✓
Park Avenue Reserve Development		87	135	172							✓
Whangamata Harbour Walkway (Moana Anu Anu)	158	108	112	115	49						✓
Minor Reserves Projects	22	87	46	30		5	45			26	✓
Reserve Carpark Reseals	60			8	14						✓
<b>Water - Onemana</b>											
Renewals	14	15	15	16	16	17	17	18	19	20	✓
System Improvements			124								✓
Consent Renewal								93			✓

## Appendix 3 - Community Board Areas

	NZ\$000's										Category
	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	
<b>Water - Whangamata</b>											
Renewals	111	116	120	124	129	134	139	144	149	155	✓
System Improvements	478			239	248						✓
Consent Renewal	70	73		54	56						✓
AOB Extension										795	↗
Wentworth Valley Improvements							886				↗
<b>Stormwater</b>											
Renewals - Onemana	32	34	35	36	37	39	40	42	43	45	✓
Renewals - Whangamata	81	84	87	90	94	97	101	104	109	113	✓
Improvements - Onemana				70		76		81		88	✓
Improvements - Whangamata	213			597		643		690		746	✓

# Glossary

**Absentee Ratepayer:** A number of people who own property in the District live outside of the district for most of the year. The Council refers to these property owners as absentee ratepayers.

**Accreting:** A term which refers to the growth of a principal amount over time. Examples may include a bank deposit, where any interest earned is then re-invested, thus increasing the principal amount invested over a period of time, or a loan which is drawn down in instalments, thereby increasing the principal amount borrowed over a period of time.

**Activity:** Goods or services provided by or on behalf of the Council.

**Activity Groups:** Related activities clustered together under a single category, such as 'community spaces'.

**Additional Capacity:** The portion of infrastructural capacity provided through the Council's capital works programme that is available to service growth and development.

**Amortising:** Allocating the cost of an asset, or its re-valued amount, over the periods in which the benefits are expected to be derived. Intangible assets are amortised; tangible ones are depreciated.

**Annual Plan:** Contains the Council's proposed budget and funding impact statement for one financial year. Identifies any variation from the financial statements and funding impact statement included in Council's current Ten Year Plan for that year.

**Annual Report:** A report that the Council prepares once a year to assess performance against its objectives, activities, performance targets and budgets outlined in the Ten Year Plan.

**Asset:** A resource of economic value controlled by Council, such as a park, road, stormwater system, water or wastewater plant.

**Assumption:** A statement that is used as the basis for making particular predictions of outcomes that may or may not occur.

**BERL:** Business and Economic Research Limited - an organisation that provides analysis across a wide range of fields to the public and private sectors, including economic forecasting.

**Capital Expenditure:** Money spent to build or buy a new asset or to improve the standard of an existing asset.

**Catchment:** A specific geographic area within which a service is provided (a water supply catchment for example).

**Choosing Futures (Community Outcomes):** A set of aspirations that reflect the community's desires for economic, social, environmental, and cultural well-being. These help inform the Council Outcomes.

**Co-Governance:** An arrangement between separate entities to share governance or management of specific resources within a defined area. The Council expects to enter into a co-governance arrangement with Hauraki Iwi as a result of treaty negotiations, but the scope and nature of this is as yet unknown.

**Community:** A network of people and organisations linked together by factors such as place (geographic community), common interest or identity (e.g. hapu, voluntary organisation) or administrative community (e.g. the District).

**Community Board:** A board of representatives established to provide representation for residents and ratepayers of the localised areas that make up the District.

**Community Grant:** A sum of money (or goods and services provided in lieu of money) provided by Council or community boards to non-profit organisations within the District.

**Community Wellbeing:** The overall wellbeing of the community including economic, cultural, social and environmental wellbeing.

**Consumer Price Index:** A measure of the change of the price of goods and services purchased by households over a specified period of time.

**Coromandel Peninsula Blueprint:** A strategy and set of local blueprint plans that define the Council and Environment Waikato's approach to managing growth, and planning for use, development and protection of resources in the Thames Coromandel District over a 50 year period.

**Council Outcomes:** The outcomes the Council aims to achieve to promote community wellbeing in the District now and in the future.

**Council Organisation:** Any organisation in which the Council owns or controls any proportion of voting rights or has the right to appoint one or more of the directors, trustees, etc.

**Council-Controlled Organisation (CCO):** An organisation in which one or more local authorities owns or controls 50 percent or more of the voting rights or has the right to appoint 50 percent or more of the directors of the organisation. Thames-Coromandel District Council is one of 13 local authority shareholders in Local Authority Shared Services Limited, a Council-Controlled Organisation.

**Development:** Means the same as the definition under section 197 of the Local Government Act 2002 as follows:

(a) any subdivision or other development that generates a demand for reserves, network infrastructure, or community infrastructure; but

b) does not include the pipes or lines of a network utility operator.

**Development Contributions:** A revenue contribution from property developers to cover the cost of servicing growth resulting from development activity.

**Differential (Rating):** A technique used to 'differentiate' or change the relative rates between different categories of rateable land in order to adjust the rating burden between one or more groups of ratepayers.

**Distribution of Benefits:** The degree or scope to which a Council activity generates benefits to individuals, parts of the community or the District as a whole.

**District Plan:** A detailed plan of the way the District's environment will be managed to achieve the purpose and principles of the Resource Management Act 1991.

**Dwelling Unit:** Any building, part of a building or group of buildings used or intended to be used principally for residential purposes and occupied or intended to be occupied by not more than one household.

**Eastern Seaboard:** The area on the eastern side of the peninsula that adjoins the coast, including the Mercury Bay, Tairua, Pauanui and Whangamata communities.

**Economic Life:** The period over which an asset is expected to be economically usable by one or more users.

**Equity:** As a financial term, also known as net worth. The total value of assets less total liabilities.

**Essential Services:** Five services provided by the Council that are considered essential to the functioning of the District and that all members of the community have equitable access to. These services relate to the Water, Wastewater, Stormwater, Solid Waste and District Transportation activities.

**Exacerbator Principles:** The actions or inactions of individuals or groups that contribute to the need for Council to undertake or not undertake activities.

**Financial Sustainability Strategy:** A strategy covering the period of the Ten Year Plan to assist the Council in its prudent financial management and to provide information on the overall effects of its funding and expenditure proposals.

**Fixed Charge:** A charge that applies equally to all contributors - i.e. all those who must pay are charged the same base amount.

**Freedom Camping:** means to camp (other than at a camping ground) within 200 m of a motor vehicle accessible area or the mean low-water springs line of any sea or harbour, or on or within 200 m of a formed road or a Great Walks Track, using either a tent or other temporary structure, a caravan or a car, campervan, housetruck, or other motor vehicle.

**Funding Impact Statement:** A document that includes information that discloses revenue and financing mechanisms and indicates the level or amount of funds to be produced by each mechanism.

**General Rate:** A rate assessed across all rating units in the District based on a property valuation system that is applied to fund services considered to provide benefits District-wide.

**Hauraki Collective:** A group of elected negotiators representing the 12 iwi of the Hauraki region, including the Coromandel Peninsula, for the purposes of treaty negotiations.

**Improved level of service project (ILOS project):** A capital project in the Ten Year Plan intended only to deal with shortfalls in levels of service to existing households and businesses by bringing assets up to the service standard and/or by providing additional service life.

**Intergenerational Equity:** A concept of achieving fairness between customers over time by ensuring that current ratepayers and future ratepayers each contribute to the cost of the assets they benefit from.

**Internal Borrowing:** The temporary use of Council funds for a different purpose from that for which they were received. The funds will be repaid at a later stage to enable them to be used for their original purpose.

**Investment Policy:** A document that states Council's policies in respect to investments.

**Levels of Service:** The service parameters or requirements for a particular activity. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.

**Liability Management Policy:** A document that states Council's policies concerning the management of both borrowing and other liabilities.

**Local Authority:** A regional, district or city council.

**Local Government Cost Index:** A measure of the rate at which the costs to Local Government of providing services have changed. This provides information about increases in Local Government costs like the Consumer Price Index provides information about increases in household costs.

**New Zealand Drinking Water Standards:** Drinking water standards set by the Ministry of Health.

**Operating Expenditure:** A category of expenditure that a business incurs as a result of performing its normal operations.

**Optimised depreciated replacement value (ODRV):** The value of an existing asset, obtained from the Council's valuation records, serving existing households and businesses. This is determined as the cost of building or buying a modern equivalent asset, depreciated to reflect the shorter remaining life of the existing asset.



**Period of Benefits:** The time over which the benefit of engaging in a Council activity will occur. If required by statute, the activity's period of benefit may be ongoing as opposed to finite.

**Rates remission:** A reduction of rates required by the Council where provided under the Council's Rates Remission Policy

**Rates postponement:** A postponement of the requirement to pay rates where provided under the Council's Rates Postponement Policy

**Rating Unit:** One or more parcels or part-parcels of land that are rated as a discrete unit as defined by the Rating Valuations Act 1998.

**Remaining Service Life (RSL)** (of an asset): The number of years before an asset serving existing households and businesses will require replacement or substantial renewal in order to maintain the service standard.

**Replacement Cost to Service Standard (RCSS):** The cost of works that would be required to bring the level of service to existing households and businesses up to the service standard and/or provide additional service life.

**Revenue and Financing Policy:** A comprehensive policy stating how each activity of Council is to be funded - from rates, user charges, subsidies, other income or a combination of these. It also includes details of the various rating mechanisms used by Council.

**Significance:** The degree of importance attached by Council to an issue, proposal, decision or other matter in terms of its likely impact on the wellbeing of the District.

**Significant Decision:** A Council decision that has a high degree of importance in terms of economic, social, environmental, or cultural wellbeing.

**Special Consultative Procedure:** A process required by the Local Government Act 2002. This sets out a series of steps that a local authority must take when consulting on certain types of decisions.

**Statutory Requirements:** Requirements identified and defined in law.

**Sustainable Development:** Meeting current needs without reducing the ability of future generations to meet their own needs. This includes social, economic and environmental needs.

**Targeted Rate:** A rate that is charged only to members of particular communities or groups of ratepayers that benefit from the activity being funded by the rate.

**Ten Year Plan (TYP):** A Ten Year Plan adopted every three years under section 93 of the Local Government Act 2002. It describes Council's activities, why it participates in these activities and how the activities will be funded. It includes information that is regarded as the Annual Plan for the first year to which it relates and is reported on through the Annual Report.

**Ultra Vires:** Refers to a decision or action beyond the legal power or authority of a person or entity.

**Uniform Annual General Charge:** A fixed charge rate applied to every separately used or inhabited part of every rateable part of a rating unit in the District.

