

Section 4 - COUNCIL'S RESPONSE

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Challenges for Council

Council's purpose is to promote the wellbeing of Waipa residents now and into the future and to support the development of the District in a sustainable way. In doing so, Council must balance competing interests and expectations of residents and stakeholder groups in a way that is affordable and sustainable.

In looking at the activities and plans proposed for the next 10 years, Council has strived to use resources efficiently and to find innovative, cost-effective ways of operating. However it faces a number of challenges and these are outlined in this section.

Climate Change

Climate change is a global issue and, as such, New Zealand's response is being driven by central government through the Ministry for the Environment. Based on the research undertaken to date, the impacts of climate change are likely to differ between and within regions.

Council is mindful of the need to consider the possible affects of climate change when planning for the future. Over the next 50 years indications are that Waipa District can expect wetter conditions than present with more intense rainfall events. These predictions have been factored in to our long-term infrastructure planning, although the impacts are not considered significant over the next 10 years. Flood hazard areas will be reviewed as part of the District Plan review that is currently underway.

Council will work with other agencies to assess the likely ongoing impacts for the District and determine the most appropriate strategies to respond to them. As an initial step, Council has joined Communities for Climate Protection (New Zealand), a collaborative initiative involving other councils, with a focus on developing joint programmes and actions to reduce greenhouse gas emissions and respond to climate change impacts.

Managing Growth

In recent years Waipa District has experienced growth at or about the national average. This growth has occurred over a relatively short period and is expected to continue over the long term. Although population and household growth have positive benefits for the District, especially economically, it places pressure on existing infrastructure and the natural environment, as well as increasing the demand for building and the associated infrastructure.

Determining what is appropriate growth, both in terms of type and level, and where it should occur, is a key strategic issue for Council and the community. As growth has occurred, there have been concerns about the risk of eroding the special character of the District and its communities.

Growth needs to be managed proactively which is why Waipa 2050 is underway - a comprehensive planning initiative encompassing a growth strategy to guide future development, the preparation of development blueprints for major urban areas and the review of the District Plan. Details of Waipa 2050 can be found in the Section 2 and Section 5.

Legislative Change and Compliance

In recent years there have been major changes to the legislative framework within which local government operates. Examples of key changes include:

- Local Government Act 2002
- Local Government (Rating) Act 2002
- Building Act 2004
- Resource Management Act 1991 (notably amendments 2005 and 2006)
- Land Transport Act 2003
- New Zealand Drinking Water Standards 2008

Perhaps the most significant of these changes has been the introduction of the Local Government Act (LGA), which has broadened the focus of councils to promote the wellbeing of communities and to do that in conjunction with communities. The LGA also introduced a much stronger focus on participatory democracy in local government.

Changes to legislation are invariably driven by a need for improvement, however, the means of achieving it may come at significant cost. These additional requirements are imposed on Council and must be complied with, no additional funding is provided by central government. Often, there is only limited ability to cover these additional costs with specific fees and charges, so invariably funding is through rates.

Rising public health and environmental standards are generally seen as positive actions, however, they are also a source of significant additional cost. Compliance with Drinking Water Standards and meeting resource consent requirements for wastewater discharges can lead to investment totalling millions of dollars, sometimes without any significant increase in the level of service to ratepayers.

While many of these costs might not be avoidable, it is important that residents and ratepayers are aware of the costs imposed on Council by external agencies. Cost details for the relevant significant activities are highlighted in Section 5.

Community Expectations and Focus on Core Infrastructure

Generally, Waipa residents have high expectations about the standard and quality of facilities and services provided by Council. The quality of the Cambridge CBD upgrade, development at Karapiro Domain, Te Awamutu Events Centre, Cambridge Town Hall upgrade and the new Te Awamutu public toilets are evidence of those expectations and standards.

When planning for the future, community expectations tend to lead to new services and increased levels of service. The recent introduction of kerbside recycling is an example of a new service and this Plan includes a proposal for a significant service level increase to the current bus services connecting Cambridge and Te Awamutu/Kihikihi with Hamilton. Both of these services provide significant environmental and economic benefits to the community, but they result in increased levels of rates. However, Council supports such initiatives from a sustainability perspective because the long-term benefits, such as reduced waste to landfill, are expected to significantly exceed the costs.

Council's capital works programme is heavily focused on network infrastructure – particularly water, wastewater and roads. This is important because of the need to maintain and develop the assets that support the delivery of essential services. Council recognises this need and the importance of not under-funding development of core assets which might otherwise create an affordability burden for future Councils and ratepayers.

Council also acknowledges that wellbeing is linked to the suitability and availability of community facilities. However, in the same way that major network infrastructure has been duplicated across the District (between Cambridge and Te Awamutu), there is an expectation that community facilities will continue to be duplicated. Such expectations come at a very high cost, so it is important that communities are aware of the cost and, in turn, have the opportunity to consider what level of service they want to fund.

When considering new or enhanced community facilities, Council will consider opportunities for complementary service provision between Cambridge and Te Awamutu working with stakeholders to promote more efficient use of existing facilities and entering into partnerships for the provision of community facilities.

A focus on maintaining core infrastructure will mean 'nice to have' infrastructure, such as community facilities, can only be developed as priorities and funding allow. Affordability issues dictate that only two or three major community projects will be able to be advanced in any 10-year period. Residents need to share their views as to what those projects should be.

Natural and Cultural Heritage

The protection of landscapes, lakes, waterways and indigenous forest are important issues for Waipa as it is these natural features that contribute to making Waipa District a unique and special place. Council, in partnership with community groups and government agencies, has a long history in protecting and enhancing the District's natural heritage and biodiversity.

The District also has a rich and unique cultural heritage, with early Māori settlement dating from the 15th Century and European settlement in the 1800s. While Waipa was the location of several major pre-European tribal battles, it is the land wars of the mid-1800s that featured prominently in shaping New Zealand as a nation. The development of the District, and the people who have played a significant role in that process, forms part of our heritage. It is this rich cultural heritage that, in part, prompted Council to assume operation of the District's two museums (Cambridge and Te Awamutu) and to provide support funding for the operation of the Pirongia Historic Visitor Centre.

Council's involvement in heritage activities is being advanced as part of a Heritage Policy and Implementation Strategy. This policy and strategy are due to be reviewed over the next two years, 2010/11-2011/12.

Most of Council's work in heritage is undertaken in partnership with community groups and other agencies. There are a large number of opportunities in the area of heritage so there tends to be more worthwhile initiatives than available funding. Given these pressures, Council proposes to focus its heritage activities in the following areas:

- Sustaining museum operations, including proposals for a new Heritage and Cultural Centre in Te Awamutu (refer to Section 2 and Section 5 for more details)
- Supporting the Maungatautari Ecological Island project (refer to Section 2 and Section 5 for more details)
- Enhancing and protecting key peat lakes (refer to Section 2 and Section 5 for more details)
- Ensuring heritage resources are appropriately recognised, safeguarded and enhanced as part of the Waipa 2050 growth management and planning initiative.



Lake Karapiro and Maungatautari

Community Partnerships

Council has a lead role in promoting the wellbeing of the District and its residents, but it is one of many local, regional and national groups and agencies whose work makes a positive contribution locally. Council recognises the benefits in working with other agencies to achieve the aspirations of residents and groups.

Council has a long association working with community groups and agencies to achieve community outcomes. Examples of such partnership initiatives include:

- Maungatautari Ecological Island project
- Choosing Futures Waikato – regional community outcomes
- Future Proof – sub-regional growth strategy
- Peat Lakes Accord
- Sport Waikato

- Information Centres
- Waikato Triennial Forum
- New Zealand Police
- Te Awamutu Safer Community Trust
- Te Awamutu Events Centre
- Karapiro Domain development
- Kihikihi Domain management
- Civil Defence Emergency Management

The pressure on resources is increasing as funding becomes more difficult to obtain, so doing more with the available resources is essential. Partnership and joint initiatives are opportunities to do more. As a result of the review of the Waipa community outcomes, Council is proactively fostering relationships with stakeholders and a plan to support this is currently being prepared.

Cost Pressures

Council, like other businesses, is subject to the effect of inflation on the activities and services undertaken. In recent years general inflation has been about 3%, which means, in general terms, that a 3% increase in rates each year has been necessary to maintain existing levels of service. In recent years Council has moved to minimise this inflationary pressure by increasing efficiencies.

There are areas of Council operation, particularly infrastructural services (such as water, wastewater and roads), where increases in the cost of energy, materials and contract services are significantly greater than the average rate of inflation. Projections indicate that the cost of materials and services will continue to rise faster than general inflation, placing further pressure on Council's ability to contain rates without compromising the standards of service.

While it is Council's priority to maintain levels of service, some desirable work, such as that required to assure the integrity of infrastructure, is not expected to be undertaken. Not doing this work increases the risk of infrastructure failure and a possible temporary reduction in the level of service provided.

Maintenance of roads has reached a level that Council considers to be unsustainable, as levels of funding in recent years has not been sufficient to prevent further deterioration of the road network. This position is supported by residents who, through the annual community satisfaction survey, have signalled increased levels of dissatisfaction. Significantly increased expenditure levels have been signalled in this Plan to address this, although the level of funding is such that recent cost increases have eroded its full value. The level of funding is considered the maximum affordable at this time, although Council anticipates scope for further funding increases in the latter part of the 10-year period. The level of achievement will be assessed annually, including determining resident satisfaction levels and funding levels reviewed accordingly.

Council is managing these risks through the asset management programmes and financial strategies set out in this Plan. Specific risks are highlighted in Section 5. Monitoring levels of service and performance will help Council identify and adjust funding priorities in future years.

Council’s Role – Links to Strategic Planning

While the issues, outlined on the previous pages, provide the context for Council decision-making, the community outcomes serve as a basis for Council activities. They also provide guidance and alignment for other strategic planning documents that Council has or will develop in the future.

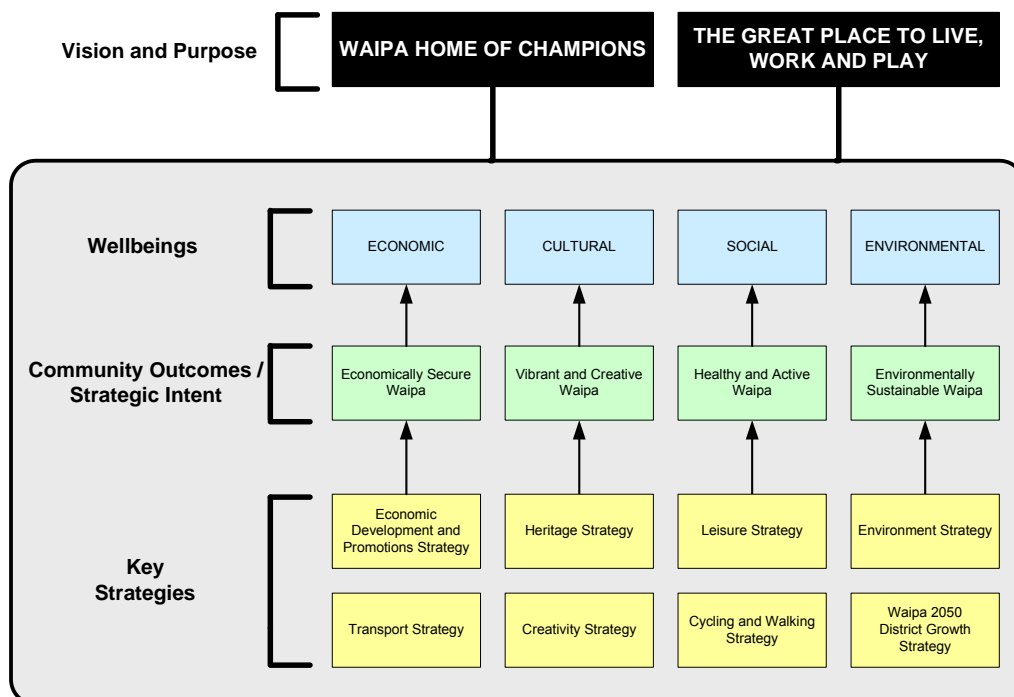
The 10-year Plan provides the basis for proposing and securing the resources needed to implement the strategic documents. For example, the policies and objectives of the Strategic Plan, District Plan, Community Leisure Plan and Asset Management Plan should be aligned with the principles of the 10-year Plan and the community outcomes. Synergy between these documents will ensure consistency of Council’s policy initiatives and decision-making.

As well as the 10-year Plan, Annual Plan and Annual Report, the other key plans prepared by Council include:

Strategic Plan	This sets the vision, overall direction and framework for Council’s activities.*
District Plan	This is a base document for Council in its guidance of development in the District in compliance with the Resource Management Act 1991 and its 2005 and 2006 amendments.
Asset Management Plans and Activity Management Plans	These have been developed over a number of years in the main areas of physical service provision by Council (i.e. water supply, stormwater, wastewater treatment and disposal, transport management).
Reserve Management Plans	Council has developed several plans over the last few years in line with the Reserves Act 1977.

* The Strategic Plan is currently being prepared, and is expected to be confirmed mid-2009. An outline of the draft Strategic Plan is given below.

Strategic Framework

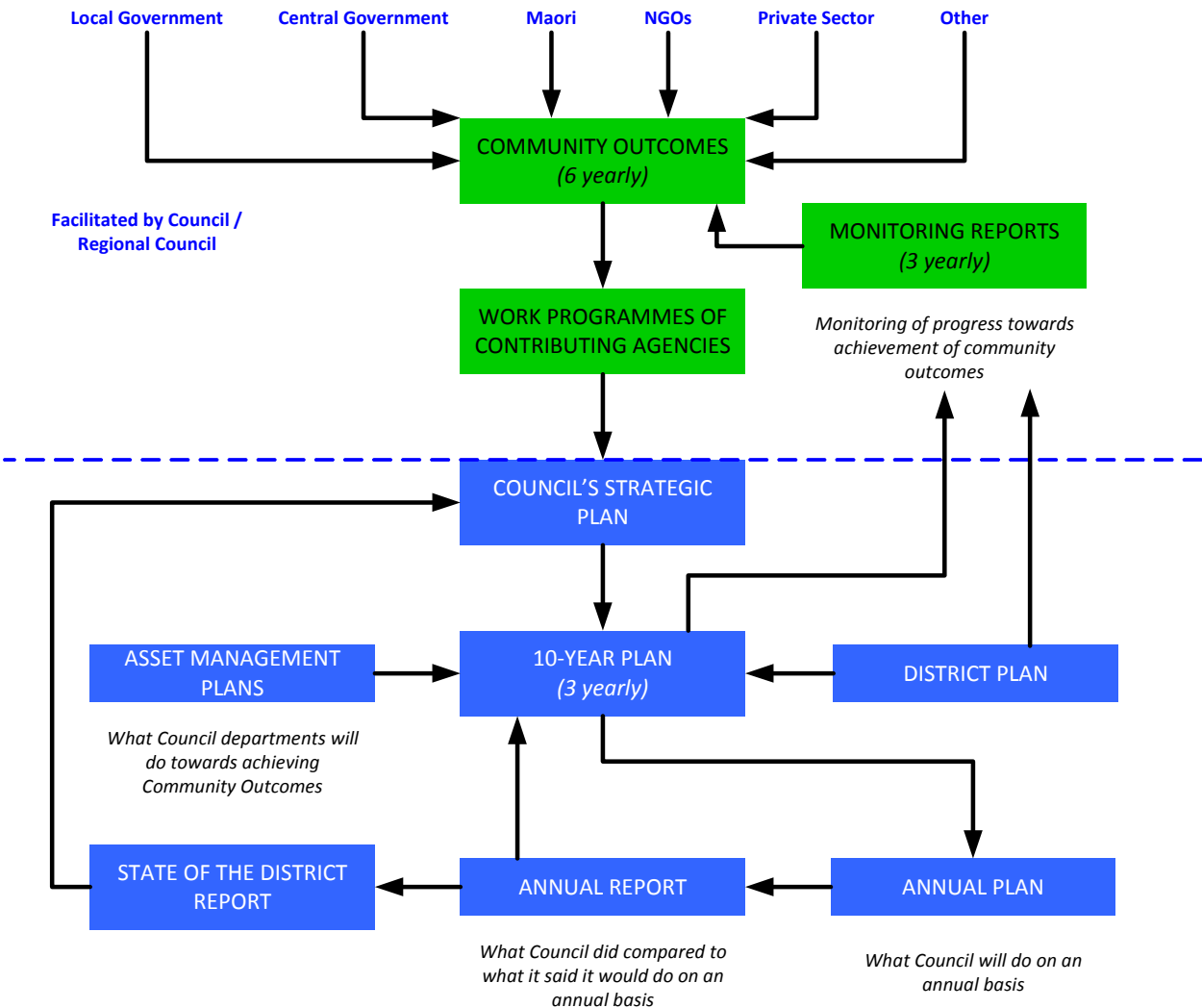


The strategies, listed on the previous page, represent the key elements of Council’s strategic framework and will set the priorities and direction Council intends to take in promoting the wellbeing of Waipa District. These strategies provide the link between community outcomes and Council’s significant activities.

Work on the District Growth Strategy and Environment Strategy is currently underway, with both expected to be completed in 2009. The Cycling and Walking Strategy was prepared in 2008. Council has a Heritage Strategy and Leisure Strategy (Community Leisure Plan), but these will require review in the context of Council’s updated strategic direction. The remaining strategies are expected to be developed by 30 June 2011.

The key Council documents, as outlined on the previous page, and their link and contribution to the community outcomes process, is illustrated in the following diagram.

Community Outcomes Process and links to Council’s Strategic Documents



Key Achievements 2006-2009

All of the activities, services and projects undertaken (or supported) by Council are intended to improve the social, cultural, economic and environmental wellbeing of the Waipa community. Since the adoption of the 2006-16 10-year Plan a number of key initiatives have commenced and/or been completed, with each making a significant and positive contribution to community wellbeing. These initiatives are listed below:

Heart of Te Awamutu Project

The purpose of this project, which was initiated in 2007, is to prepare a long-term development plan for the central area of Te Awamutu. The key outputs of the Plan will be a design concept to guide future development and a prioritised programme of works. To assist in preparing the Plan, Council established a Steering Group who then invited community input and feedback on initial proposals and used the information to prepare a draft Concept Plan and Programme of Works. These were subject to a full public consultation process and Council confirmed the Plan (with amendments) in August 2008 following consideration of submissions.

In 2008/09 available funding means that Council is able to progress two projects – the Walk of Fame and an enhancement of Alexandra Street. The timing of further projects is subject to confirmation as part of this 10-year Plan.

Waste Management and Recycling

In June 2005 Council adopted a Waste Management Plan that set out Council's intended role with regard to waste management services in the District. This included a decision that refuse collection services should continue to be provided by private companies. Council's role would be to protect and promote public health and minimise nuisance, while ensuring residents had access to appropriate refuse collection and disposal services.

The Waste Management Plan included a commitment by Council to establish a kerbside recycling service for urban areas, which commenced in March 2007. In addition to that a kerbside service for rural households commenced in July 2007. Streetsmart Limited is contracted by Council to undertake the recycling work, with the charge for 2008/09 being \$50.00 for each rural and urban household. All households in the District now have access to a regular collection service and the 2008 community (National Research Bureau (NRB)) survey showed a 90% satisfaction level for those using the service.

Council has entered into a short-term arrangement with EnviroWaste to ensure residents have continued access to the Cambridge refuse transfer station which is owned and operated by EnviroWaste. This arrangement will expire at the end of June 2009 and before then Council will consult with Cambridge residents regarding the future of the facility and associated costs (and their funding) for maintaining appropriate levels of service.

Karapiro Domain Development

Work is progressing on the development of the Karapiro Domain in general accordance with the Strategic Plan adopted by Council in 2005. Designs and concept plans have been finalised, with the staging of development to coincide with the World Rowing Championships at Lake Karapiro in 2010. Council's focus is to ensure the nature of the development serves the wider community, rather than any particular interest group.

A new entrance road, new toilet and shower block in the lower camping ground and embankment improvements have been completed. Designs for a new events/community centre, to replace the existing sports complex, are being finalised, and construction is scheduled to commence in March 2009.

In July 2008, construction commenced on a High Performance Centre (funded by Rowing NZ) and it is due for completion in March 2009. It will be the base for all New Zealand representatives for their summer and winter preparation and will be available to other sports for short term training programmes.

Cambridge Community Pool

A heated covered swimming pool for Cambridge was a key inclusion in the 10-year Plan 2006-16, reflecting Council's commitment to meet the expectations of the Cambridge community. A concept design for constructing a new facility on the existing Williamson Street site has been completed, with a projected cost of \$15.1 million (\$1.1 million of which is inflation).

The design includes four separate water spaces providing the variety of water depths and temperatures required to meet a range of community needs, from toddlers through learn to swim, fitness and training to therapeutic exercise. The complex will be covered to maximise year round use whilst the design will optimise indoor outdoor flow for the warmer months. Final design work will be completed by 30 June 2009.

The community fundraising efforts have commenced and this work is being managed by Compton Fundraising consultants.

Infrastructural and Asset Upgrades

The provision of many of Council's core services is reliant on infrastructural assets, such as water/wastewater treatment plants and reticulation networks. Maintaining the integrity of these assets is critical to achieving levels of service.

Key projects completed over the last three years include:

Water Supply

- Renewals of trunk mains in Te Awamutu, Cambridge and Leamington
- District wide renewals and upgrades
- Kihikihi and Cambridge north reservoirs
- Te Tahi water treatment plant upgrade

Wastewater

- Kihikihi wastewater scheme and connection to Te Awamutu
- Kihikihi Road rising main upgrade
- District wide minor and major renewals and upgrades
- Christie Avenue pump station upgrade
- New sewer rising main in Cambridge north
- Wastewater treatment plant minor upgrades
- Pump station upgrades
- Thornton Road sewer reticulation

Stormwater

- Lake Te Ko Utu stormwater diversion and gross litter trap installation
- Pakura Street stormwater upgrade
- Factory Road stormwater realignment and renewal

Transport

- Installation of flag lights at over 60 rural intersections
- Completion of 10kms of seal extensions across the District
- District wide road safety initiatives
- Completion of 10.7kms of footpath extensions

District Plan Review (Waipa 2050)

The existing Waipa District Plan, which provides a framework for managing the use, development and protection of natural and physical resources, became operative in December 1997. The Resource Management Act 1991 requires Council to commence a review of the District Plan within 10 years of its operative date. This review commenced in 2007 and it will take up to four years to complete at an estimated cost of \$1.7 million. This review incorporates various projects including a new Growth Strategy for the District, completing a State of Waipa District report, an Environmental Strategy and Town Concept Plans for Cambridge, Te Awamutu/Kihikihi, Pirongia and Ohaupo. Collectively this initiative is known as 'Waipa 2050'.

The first project in the review is the preparation of a District Growth Strategy, with the initial stages involving the preparation of base case information which sets the scene by documenting Waipa District today and identifying issues and opportunities that need to be addressed. Growth scenarios which describe possible futures have been developed and consulted on. These scenarios were supported by maps showing possible growth areas.

As a result of initial consultation, a preferred scenario was identified from which a draft Growth Strategy was developed. Following Council approval, the draft Growth Strategy was released in March 2009 for public comment and feedback.

A key phase of the Waipa 2050 project is the development of Town Concept Plans for Cambridge, Te Awamutu/Kihikihi, Pirongia and Ohaupo. Scoping for this work is currently underway, with final Concept Plans expected to be adopted by Council in mid-2009.

A draft State of Waipa District report, which shows progress towards the achievement of community outcomes, has been prepared. The draft is expected to be considered by Council in February/March 2009.

Scoping for the preparation of an Environmental Strategy is underway. The Strategy will provide the strategic/policy guidance for the preparation of a new District Plan.

Sub-Regional Growth Strategy (Future Proof)

Waipa District Council is working in partnership with Environment Waikato, Hamilton City and Waikato District Councils to develop a growth strategy for the sub-region. The need for an integrated approach to planning for and managing growth has been highlighted by ongoing high levels of growth in recent years. The councils want to take a strategic approach that ensures land resources are used efficiently, are integrated with transportation requirements and associated infrastructure implications are understood, planned for and appropriately funded.

A scoping report was completed in 2007 and research completed in 2008. Growth scenarios were prepared and consulted on in October 2008 and work towards the development of the strategy is now underway. The strategy will establish a 50-year land-use/settlement plan for the sub-region, with associated future road network and general infrastructure needs identified.

A draft strategy was finalised in March 2009 and subsequently made available for public comment in conjunction with the draft Waipa District Growth Strategy and Council draft 10-year Plan.

Key information from the development of the sub-regional growth strategy has been used to support the preparation of the draft 10-year Plan as well as guiding the development of the draft Waipa District Growth Strategy.

Footpath Development

In 2002, following strong support from the Cambridge community, Council embarked on a \$1 million 5-year footpath development programme in Cambridge. A similar programme is underway in Kihikihi, following the completion of the wastewater scheme. The long term goal of the footpath programme is to ensure that every residential street in major urban areas has a footpath on at least one side of the road and significant progress has been made in terms of achieving this. Between 2006-09, 12kms of new footpaths were constructed in Cambridge, Te Awamutu, Kihikihi and Pirongia.

Maungatautari Ecological Island Project

Council is responsible, by way of agreement with the Department of Conservation, for the management of the Maungatautari Scenic Reserve. The Maungatautari Ecological Island project has seen the Scenic Reserve enclosed within a mammalian pest-proof perimeter fence, constructed by the Maungatautari Ecological Island Trust (MEIT).

Council recognises the significant value of this project in terms of improving the environmental and economic wellbeing of the District and continues to work with MEIT, Environment Waikato (EW) and the Department of Conservation (DoC) to maximise the value of this initiative and ensure its sustainability.

With the completion of the pest-proof fence the Trust's focus shifted to pest eradication which has now been largely achieved. The success of the pest eradication programme has enabled the Trust to focus on the reintroduction of native fauna. Council, along with EW, has provided ongoing financial support, as well as continuing with the provision of supporting infrastructure and administration. Assuring the ongoing sustainability of the project is a priority for Council.

This project has also been assisted through the upgrade of Tari and Hicks Roads which provide direct access to the mountain. Progress is also being made towards completing parking and public toilet facilities at the southern entrance on Tari Road.

Cambridge Museum

In line with an agreement with the Cambridge Historical Society, responsibility for the management and operation of the Cambridge Museum has transferred to Council. This arrangement will ensure that residents of Cambridge (and the District) have continued access to a quality museum service in Cambridge. Ownership of the museum collection remains with the Historical Society.

In 2008 upgrades to the reception area and associated facilities were undertaken. In addition, a major upgrade of the collections store has been completed.

Communities for Climate Protection Programme

Council is participating in the Communities for Climate Protection – New Zealand (CCP-NZ) programme which helps councils and communities to reduce greenhouse gas emissions and the impacts of those emissions. In many cases initiatives undertaken will make good economic sense, as well as having an environmental benefit.

The CCP-NZ programme is based on a framework of Council achieving five milestones:

- Conduct a greenhouse gas emissions inventory, analysis and forecast;
- Set emissions reduction goals;
- Develop a local action plan to achieve these goals;
- Implement and quantify the benefits of policies and measures in the action plan; and
- Monitor progress towards achievement of the reduction goals.

Council has completed Milestone 1 for the project – completing a greenhouse gas emissions inventory, analysis and forecast. The next phase of the programme is to identify targets for the Council and community and establish an action plan to achieve those targets.

Bylaws Review

In 2004/2005 Council embarked on a complete review of all 23 of its existing Bylaws, a requirement of the Local Government Act 2002. The purpose of the review was to determine whether the issues for which the existing bylaws were needed were still relevant and, if so, whether new bylaws were the best way of dealing with them.

The review, which was completed in 2008, resulted in Council revoking all 23 of the existing bylaws and adopting 14 new bylaws.

Cambridge Area Traffic Study

In response to ongoing concerns about congestion and safety issues on the local and state highway road network in the Cambridge area, Council commissioned a study to:

- Identify the traffic impacts of the Cambridge Bypass;
- Identify any minor network improvements;
- Establish if there was a need for a full interchange on the Bypass at Hautapu;
- Determine whether a third bridge across the Waikato River is required; and
- Investigate and recommend a road network infrastructure strategy.

The traffic study confirmed that the Cambridge Bypass was critical for resolving traffic congestion within Cambridge. The commissioning of OPUS by the NZ Transport Agency has seen considerable progress on design options, with design work expected to continue into 2009/10. The work includes the design for Hautapu interchange.

The report concluded that the a third bridge in Cambridge was unlikely to be needed for at least 20-30 years on the basis that the Cambridge Bypass would significantly reduce congestion. Consideration of the location of a third bridge is part of the process of reviewing the Waipa District Plan.

Council is working with the NZ Transport Agency to identify and implement action to improve the safety of all road users in and around State Highway 1 through Cambridge.

Leamington Main Street Upgrade

As a result of submissions from the community in 2007/08, Council is embarking on an upgrade of the road and streetscape in the commercial area of Shakespeare Street. The design and associated consultation has been completed and the necessary land secured to accommodate the upgrade. Works are underway and are expected to be completed by September 2009.

Community Satisfaction Survey Results

Each year Council measures community satisfaction with a number of Council provided facilities and services as well as a range of 'quality of life' issues in the District. The survey is undertaken by an independent research company, the National Research Bureau (NRB).

NRB conducts telephone interviews with around 400 residents in proportion to the relative population of each of the District's five Wards. The survey is conducted in June each year.

2008 Results

In 2008 the top rated facilities and services within the District were:

FACILITIES AND SERVICES	2008	2007
1. Parks and Reserves	90% very/fairly satisfied	90%
2. Recycling Services	90% very/fairly satisfied	N/A
3. Library Services	82% very/fairly satisfied	77%
4. Dog Control	82% very/fairly satisfied	75%

The main areas of concern about facilities and services within the District were:

FACILITIES AND SERVICES	2008	2007
1. Parking in Cambridge & Te Awamutu	28% not very satisfied	28%
2. Maintenance of Roads	24% not very satisfied	17%
3. Safety of Roads	21% not very satisfied	19%
4. Swimming Pools	20% not very satisfied	20%
5. Maintenance of Footpaths	17% not very satisfied	19%

In preparing this Plan, Council has had regard to the levels of dissatisfaction noted above and, where possible, is proposing activities and initiatives aimed at addressing the concerns raised by residents.

The annual survey will continue to be used as a tool for improving services to meet community expectations, including performance targets.

Highlights of Council Planned Activities 2009-2019

Heart of Te Awamutu Project

Council has confirmed the concept plan and the priority order for a list of projects for the Heart of Te Awamutu project. From the outset, this initiative was acknowledged as a blueprint for the long term development of central Te Awamutu.

The prioritised project list is provided below (showing three priority project groupings, with highest at the top), with the intention that work will be undertaken as funding is confirmed through this 10-year Plan and future annual and 10-year plans. It is expected that completion of all of the projects will take 20-30 years.

Project List and Prioritisation

PROJECT NAME	DESCRIPTION	ESTIMATED COST \$ (2008)
Walk of Fame	Build a walk of fame within Selwyn Park from St Johns towards the Events Centre. Landscape path and pou features.	\$250,000
Alexandra Street upgrade	Enhanced pedestrian amenity and spaces. Upgrade street feature paving areas, street furniture, landscaping and lighting.	\$380,000
Cultural Centre	New cultural centre and associated landscaping. Facilities could include museum, art gallery, performing arts centre, conference facilities.	\$12,450,000
Events Centre / Cultural Centre Carparking	Carparking to service the Events Centre expansion and the museum.	\$350,000
Te Awamutu Community precinct – landscaping and paving	Landscaping, including paving and planting, of Gorst Avenue, Selwyn Lane, Selwyn Park and the Rose Gardens.	\$250,000
Transport facilities	New bus stop and bus shelter down Gorst Avenue adjacent to the Information Centre.	\$75,000
Arawata Street town centre gateways	Planting, signage and possible feature art at town entry point.	\$400,000
Sloane Street town centre gateway	Planting, signage and possible feature art at town entry point.	\$200,000
Market Street upgrade	Upgrade of the paving, street furniture, landscaping and lighting. Relocate kerblines to increase width of footpath. Kerb extensions to improve pedestrian connections.	\$900,000
Town Centre CCTV	Supply and install CCTV in the town centre.	\$50,000
Wellness Centre	New Wellness Centre to house community facilities, including Plunket.	\$1,460,000
Playground	Construct a challenging adventure playground close to the Rose Gardens and integrated with the local landscape, trees and riverbank.	\$390,000

Mahoe Street upgrade	Upgrade of the paving, street furniture, landscaping and lighting. Kerb extensions to improve pedestrian connections. Underground overhead powerlines.	\$2,820,000
Library expansion	Expand the existing library into the existing museum building.	\$715,000
Town centre focal points	Feature art or feature structures. Possible locations include the Arawata town entrance, the Arawata/Alexandra Street roundabout and the corner of Selwyn Lane/Gorst Avenue.	\$860,000
Churchill Carpark layout and connection	Upgrade the Churchill Street carpark by improving the carpark layout and signage. Improve the pedestrian linkage from Alexandra Street to Selwyn Lane. This may involve a new, wider pedestrian walkway from Alexandra Street into the carpark and extending the walkway to Selwyn Lane.	\$2,500,000
Links to Albert Park (SH3 pedestrian refuges)	Construct pedestrian refuges on SH3 adjacent to Albert Park.	\$25,000
Pioneer Walk	Complete the paving of river walkways and install signage. Complete some landscaping and vegetation control.	\$95,000
Climax steam engine	Create a site for the renovated Climax stream engine.	\$78,000
Events Centre expansion	Building expansion so centre can accommodate national and greater local competition.	\$4,000,000
Albert Park carparking and camper van facility	Surface the Sculpture Park carpark. Allow camper vans to park overnight. Carparking management plan for Albert Park.	\$60,000
External gateways	New town entrances (planting and signage) on SH3 (south and north). Underground power.	\$1,500,000
Sloane Street to The Warehouse pedestrian link	Improve pedestrian linkage from Sloane Street to The Warehouse by making walkways clear and safe, pavement marking to help separate traffic and pedestrians and signage to assist with way finding.	\$100,000

KEY

Highest priority
 Medium priority
 Low priority

In finalising the concept plan and priority list, Council confirmed that the Walk of Fame and an enhancement of Alexandra Street were projects to be advanced in 2008/09. The design concept for the Walk of Fame has now been approved, with work expected to be completed by 30 June 2009. In line with Council's decision not to proceed with diverting trucks from Alexandra Street, the scope of the proposed Alexandra Street upgrade was substantially reduced and now covers:

- Upgrading kerb and channel drainage
- Install new litter bins, seating and low fencing around pedestrian crossing points
- Extending footpath paving from Churchill Street to the Te Awamutu Courier building
- Install feature paving around new seating and pedestrian crossing areas
- Upgrade lighting along central median

The project budget for 2008/09 is \$380,000 and this 10-year Plan includes further funding in 2009/10 to upgrade underground services in Alexandra Street, as well as an additional \$645,000 to advance Heart of Te Awamutu projects. The upgrade work proposed for 2008/09 will need to be aligned with work signalled for 2009/10 to ensure minimum disruption occurs and maximum value is achieved.

A key project within the Heart of Te Awamutu initiative is a new Heritage and Cultural Centre which this Plan proposes will be completed in 2016 at a projected cost of \$14.2 million (adjusted for inflation). It is proposed that the Centre be a facility that showcases local art and cultural activities and the District's rich heritage. It would replace the existing Museum, but also provide facilities for performing and visual arts. Council envisages that the Centre will be of a standard that reflects the significance of local heritage, providing an outstanding interactive experience for visitors and establishes Te Awamutu as visitor destination – a facility that residents get great benefit from and be proud of.

This is a preliminary proposal, which will require further work, including stakeholder and public consultation, in order to confirm the full scope and extent of any such facility before a final decision to proceed is made. It is proposed that 33% of the cost of building the facility will be funded externally from Council.

Waste Management and Recycling

The new Waste Minimisation Act has recently been passed into law. The Act introduces a range of new requirements aimed at achieving waste reduction in line with the Government's waste strategy. Provisions include producer responsibilities and the introduction of waste levies. The impacts of these new provisions are being assessed, although revenue from waste levies (in the order of \$130,000 per annum) is expected. This revenue is required to be directed to waste minimisation initiatives as signalled in Council's Waste Management Plan which details a range of waste minimisation initiatives and is due for review before June 2010, within the period required by the new Act.

Current economic conditions mean that prices received for some recycled materials have dropped significantly. These prices are not expected to increase significantly in 2009. Council recognises the cost pressure this places on Smart Environmental Limited (who Council contracts to provide the recycling service) and will work with the company to ensure continuation of this well-supported service.

Council will enter into an arrangement with EnviroWaste (reviewed annually) to ensure residents have continued access to the Cambridge Refuse Transfer Station which is owned and operated by EnviroWaste. The cost of this arrangement is in the order of \$28,000 per annum, and is considered to be the most cost-effective option for maintaining public access to a local refuse transfer station.

Karapiro Domain Development

Over the next 6 years \$8.7 million is to be spent completing the development of the Karapiro Domain, with a further \$2.9 million to develop a new general reserve facility south of the rowing course. This is in line with the Karapiro Strategic Plan adopted by Council and relies on extensive external funding to be completed. Undertaking these projects is contingent on the necessary funding being in place.

Rowing NZ is developing and funding its own facilities at Karapiro. Council-initiated projects have wide community value, rather than supporting any particular user group or activity. The timing of the completion of the majority of these facilities is prior to the World Rowing Championships in 2010.

In 2009 the following projects are expected to be completed: construction of a new events and community centre; constructing two new toilet blocks; establishing a new southern entrance; alterations to the Rob Waddell Lodge; installation of grandstand seating; and replacement of the St John's emergency facility.

Cambridge Community Pool

A heated covered swimming pool for Cambridge was a key inclusion in the 10-year Plan 2006-16, reflecting Council's commitment to meeting the expectations of the Cambridge community.

Council has confirmed that design of the Cambridge pool project proceed with a projected cost of \$15.1 million (which includes \$1.1 million inflation). The design will be completed on the basis that a new pool facility will be constructed within the general footprint of the existing 50 metre outdoor pool which will be demolished. The facility is to provide a 25 metre x 8 lane fitness pool, a leisure/therapy pool, a learn to swim water space and a toddler/babies area. The new facility, which will be for all year round use, will be designed to enhance the indoor-outdoor connection that is a key advantage of the Williamson Street site.

A key success factor for the proposal is the need for the community to raise a third of the funding required, of which 75% must be secured before construction can commence. This Plan signals the commencement of construction of the new facility in 2012/13, with the ongoing maintenance of the existing 50 metre pool in the interim.

Infrastructural and Asset Upgrades

The provision of many of Council's core services is reliant on infrastructural assets, such as water and wastewater treatment plants and their associated reticulation networks. Maintaining the integrity of these assets is critical to maintaining levels of service.

Council has taken a balanced approach having regard for both risk and affordability and is not signalling any significant reduction in the level of services. However, the level of funding available to support the maintenance and development of infrastructure is less than is desirable. The consequence of this is an increased risk that infrastructure will not be able to support the service to the standard expected. The details of this risk and how Council intends to manage it are outlined in Section 2 and Section 5.

District Plan Review (Waipa 2050)

The District Plan review programme anticipates the District Growth Strategy will be adopted by Council in mid-2009. This will be preceded by an extensive consultation process which also includes the sub-regional growth strategy (Future Proof). These strategies will set the long-term growth plans for the District and specify the location and timing of development through to 2050. The implementation of the District Growth Strategy will be primarily through the District Plan which will be reviewed in 2009/10.

In addition to the District Growth Strategy, Waipa 2050 includes the development of Town Concept Plans for Cambridge, Te Awamutu/Kihikihi, Pirongia and Ohaupo. These Plans will provide a 'blueprint' for the long-term development of each urban area and will be incorporated into the updated Waipa District Plan. A review of the Cambridge Greenbelt Reserve Management Plan will be coordinated with the process of developing the Cambridge Town Concept Plan. The Town Plans are expected to be confirmed by September 2009.

The final element in the Waipa 2050 work programme is the development of an Environment Strategy. The purpose of the Strategy is to identify key sustainability principles and to use these to provide strategic direction for the District. The Strategy, which is scheduled to be confirmed in mid-2009, will assist the Council and the community to move towards a more sustainable future. The process for developing the draft Strategy will be a collaborative one with the involvement of local Iwi/hapū and key stakeholder agencies and groups.

Sub-Regional Growth Strategy (Future Proof)

As a result of the Future Proof project an agreed growth strategy for the sub-region will be adopted. This Strategy will provide the broad growth management framework for the region which the District Growth Strategy will need to be aligned with. For this reason the draft District Growth Strategy was developed alongside Future Proof, with both made available for public comment at the same time as the draft 10-year Plan (during March/April 2009). The Future Proof Strategy will be confirmed by partner Councils in June 2009.

Peat Lakes Accord

The purpose of the Accord is to enable the various government agencies and stakeholder groups to work cooperatively to protect and enhance the Waipa peat lakes. In 2005 Council entered into an agreement with Environment Waikato for a six-year restorative programme focusing on Lakes Ngaroto, Serpentine, Rotomanuka, Maratoto and Mangakaware. 2009/10 is year four of the programme.

The wet 2008 winter has highlighted the sustainability challenges associated with farming within the catchments of peat lakes with substantial areas of farm land flooded around the margins of these lakes. Discussions are underway with a number of landowners to acquire land adjacent to lakes Ngaroto, Serpentine and Maratoto for inclusion within the reserve areas.

An intensive monitoring programme on Lake Ngaroto has commenced, including water quality sampling and water level monitoring. A water quality and climatic monitoring buoy will be positioned in the Lake in 2009. The monitoring information gathered will be considered in establishing a long-term management programme for the Lake which will ensure its sustainable management.

Waipa/Cambridge Integrated Transport Strategy

Following on from the Cambridge Traffic Study, the New Zealand Transport Agency (NZTA) has agreed to fund the development of a Transport Strategy for the District with the initial focus being on the Cambridge area. The purpose of the Strategy is to integrate land-use, growth management, infrastructure as it relates to transport planning to ensure that a sustainable transportation network and service delivery framework are achieved.

This project is essential given the expected level of infrastructure development, population growth and the need for more sustainable approaches to transportation planning and service delivery. A draft Strategy is expected in the latter half of 2009.

Maungatautari Ecological Island Project

Council, along with Environment Waikato (EW) and the Department of Conservation (DoC), are working with the Maungatautari Ecological Island Trust to ensure that it is able to continue its work. All parties agree that the significance of the project is such that its continuation is vital to realising the social, cultural, environmental and economic benefits. Council’s contribution to the project will be \$300,000 per annum, with further funding to support roading and other community infrastructure programmed as required.



Maungatautari fence and bush

Water Supply Upgrades

An additional source of water is required for the Te Awamutu/Pirongia water supply scheme to ensure continuity of supply as the towns continue to grow. The resource consent for the current source (Mangauika Stream) needs to be renewed in 2011. A production well located near the existing Te Tahi Water Treatment Plant has been completed, but testing has revealed it will not meet supply needs so further options will need to be considered.

Improvements to the treatment, storage and raw water collection are planned for the Te Awamutu water supply over the next 10 years.

The Karapiro and Alpha Street plants, servicing Cambridge, will have work done on them to improve the quality and reliability of the water treatment process. Some additional capacity for Cambridge water supply and for treated water storage is included within the first five years of this Plan.

Hicks Road treatment plant, which services the greater Cambridge area, is currently being upgraded to ensure the water meets the New Zealand Drinking Water Standards.

The improvements, which are planned in a staged manner, are considered to be affordable and enable Council to work towards achieving practical improvements in the quality of drinking water in line with the New Zealand Drinking Water Standards.

Waipa has a high per capita demand for water, indicating that there are opportunities for using the existing water supply more sustainably. With existing capacity challenges and the need to invest in additional water infrastructure, Council is embarking on the development of a water conservation strategy so as to ensure more efficient use of the existing water resource. Being able to demonstrate that Waipa water consumers are responsible will support Council in securing the necessary resource consents.

Reticulation Renewals

Council is increasing the expenditure for replacing old water pipes, ensuring that risks of supply interruption are minimised as far as available funding allows. This work is expected to continue throughout the 2009-19 period and well into the future.

Cambridge Wastewater Treatment Plant Upgrade

The Cambridge wastewater treatment plant has not consistently met the required discharge standards since it was upgraded in the 1990s. This, together with the recent and expected levels of growth, means that a new plant will be required within the next five years. This 10-year Plan signals the construction of a new plant commencing in 2012/13 at a cost of \$13.3 million.

Communities for Climate Protection Programme

Work is underway to finalise the process for completing milestone 2 and 3 – setting emission reduction goals and a local action plan to achieve these goals. These milestones are expected to be completed in 2009/10 and will involve community and stakeholder input.

Seal Extensions

Council administers 1,058kms of roads, of which approximately 985kms are currently sealed. Approximately 32kms of the roads currently not sealed are considered inappropriate for sealing because of the high costs (including initial capital cost and ongoing maintenance costs), leaving 41kms that can be sealed.

This Plan signals a seal extension programme of \$7.1 million over the 10 year period, although no funding is signalled in 2009/10. The level of funding reflects a long-standing community expectation that Council will continue to advance seal extension across the District. The approved level of funding will allow at least a further 18kms of road to be sealed over the 10-year period.

Cambridge Community Sports Hall

Council has entered into a partnership with Cambridge High School for the provision of a community sports facility, located within the school grounds and managed by the school. This arrangement is considered the most effective to provide Cambridge residents with access to indoor courts. On the basis that the facility will be available for community use, Council has agreed to provide funding of up to \$1.8 million. The funding will be by way of a loan, and construction is expected to start in 2009/10 (subject to all necessary approvals being in place).

District Promotion

Following a review of its promotion and economic development activities, Council has established a communications, business development and promotions portfolio (Communications and Marketing). This will ensure better coordination and integration of these activities and their alignment with Council's strategic direction. An additional \$100,000 is signalled in this 10-year Plan to enable the level of staff resourcing required to support this initiative. The level of resourcing proposed is consistent with that provided in similar districts.

A key responsibility of this team through to 2011 will be to review Council's Promotion Strategy and to lead the development of a business and economic development strategy. Both initiatives will involve working with stakeholders to ensure future actions align with Council's strategic direction and the expectations of the community.

In 2010 the District will host the World Rowing Championships at Lake Karapiro. This is a major event, which will attract thousands of participants, supporters and visitors, all of whom can be expected to help boost the economy of the District and the region. Maximising the opportunities presented by this event will require a coordinated effort for which Council is expected to play a major role. Council has set aside funding to support events and promotional activities and any funding to assist in the promotion of or support the World Rowing Championships is expected to be provided from within this budget area.

Public Transport

In 2008 Council conducted a review of passenger transport services for the District in conjunction with Environment Waikato (EW). The review, which was prompted by the impending re-tendering of the Cambridge-Hamilton service, showed that there is demand for a higher level of service than is currently provided.

Based on community feedback it is proposed to provide an improved service between Te Awamutu/Kihikihi and Hamilton and Cambridge and Hamilton, with these services being integrated with Hamilton City services.

These will be subsidised services and Council will fund 25% of the costs remaining after fares are deducted. Council’s share of the total estimated funding requirement is \$115,000 per annum. While the proposed increase in the level of service accounts for part of the cost, the minimum standard for contracted bus services has increased and this makes up the balance.

The services will be funded by way of a targeted ward rate, with the Te Awamutu, Kakepuku and Pirongia wards funding the proposed Te Awamutu/Kihikihi-Hamilton service, and the Cambridge and Maungatautari wards funding the proposed Cambridge-Hamilton service.

Kihikihi Domain Strategic Plan and Reserve Management Plan

Kihikihi Domain supports a wide range of recreational and sporting activities and is well suited for hosting national and international events, particularly equine-related. Its status as a premiere site, particularly for polo and eventing activities is growing.

The Domain is a recreation reserve and a reserve management plan, to guide the day-to-day management of it, is required. The increasing level and nature of use of the Domain meant that the current Management Plan needed to be reviewed and this process commenced in late 2008. In undertaking the review Council saw the opportunity to also develop a strategic plan, as it is timely to consider the long-term development and management of the Domain.



Polo match at Kihikihi Domain