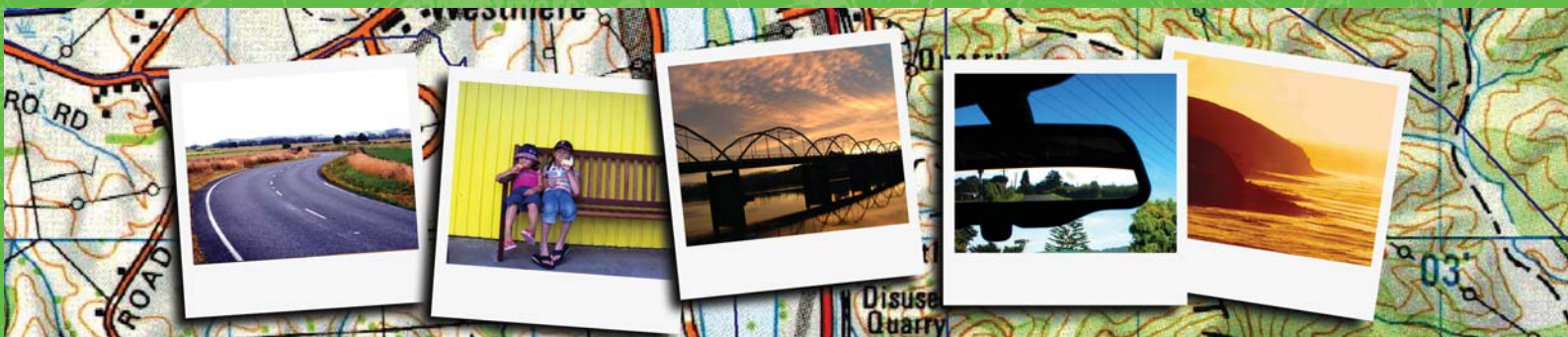


# The road ahead

Waikato District  
Long-Term Council Community Plan  
2004 - 2014



# Contents

## VOLUME I

### The Journey Begins

Introduction from the Mayor	3
-----------------------------	---

### Our Roadmap For The Future

What is the LTCCP?	4
--------------------	---

### Where Are We Heading?

Community Outcomes	6
--------------------	---

Our Starting Point	9
--------------------	---

## ACTIVITY SECTION

Setting The Course	10
--------------------	----

Chief Executive's Overview	12
----------------------------	----

Corporate and Council Leadership	14
----------------------------------	----

Corporate Services	18
--------------------	----

Environmental Services	31
------------------------	----

Community Assets	41
------------------	----

Roading	64
---------	----

Council Controlled Organisations	89
----------------------------------	----

Grants and Donations	90
----------------------	----

## FINANCIAL INFORMATION

Funding Impact Statement	92
--------------------------	----

Ten-Year Financial Forecasts	100
------------------------------	-----

Statement of Accounting Policies	106
----------------------------------	-----

## GENERAL COUNCIL INFORMATION

Council Members	110
-----------------	-----

Council Structure	111
-------------------	-----

Management Structure	112
----------------------	-----

Human Resources Policy	113
------------------------	-----

District Map	114
--------------	-----

## COUNCIL POLICIES

## VOLUME 2

**A journey of a  
thousand miles  
must begin  
with a single  
step...**

*- Chinese Proverb*



# the journey begins

## Introduction from the Mayor

You can't start on a journey without at least some idea of where you're going to end up.

The same can be said for planning the future of this district. We all have an idea of where we're going. But, if we really want to be able to look back in ten years' time and know that we made it – we need to have a plan.

This Long-Term Council Community Plan is just that plan. It's our roadmap for the next ten years.

Council is required to produce this plan on behalf of the community under the Local Government Act 2002.

It shows the community's expectations and shows how Council, the community, and other organisations will work together to help achieve these goals.

We have been working closely with local communities over recent years to develop localised community plans. This information has been vital for compiling this Long-Term Council Community Plan – The Road Ahead.

As you can see this document is much larger than the old Annual Plan, and there has been a tremendous amount of work required to produce it. It's size may be daunting, but the information it contains is vital for identifying what is important to the community and showing how Council's activities will contribute to these 'community outcomes'.

It was heartening to see the level of community participation through our consultation phase. It certainly shows that our district's long term development is important to you - our community. The Council was pleased to have been able to make a number of changes and additions to this document as a result of your submissions to our draft Plan.

I think we live in a great place, and I am proud to be involved with a Council working hard on your behalf to make our district an even better place for living, working, investing and visiting.



Peter Harris  
**Mayor**



**The real voyage of discovery consists  
not of seeing new landscapes  
but in having new eyes - Marcel Proust**

# Our roadmap for the future

## What is the LTCCP?

Let's take a look at this Long-Term Council Community Plan – what is it, why are we producing it, and what does it mean for you?

Called the Long-Term Council Community Plan under the Local Government Act 2002, this document is a big change to the way our district's future is planned.

Instead of focusing on budgeting each year through the Annual Plan, the new legislation requires Council to form a detailed plan for the next three years within an overall 10-year strategic plan.

We need to make sure that this “roadmap” is in keeping with the path the community wants to take, and we need to ensure that our activities contribute to achieving our destination.

This new approach means that you get a feel for Council's activities and work plans in detail for the next three years, and in general for up to 10 years from now, rather than year-by-year as you used to in the Annual Plan.

The Local Government Act allows Council to produce a transitional Long-Term Council Community Plan. This document has been prepared according to those provisions. Council intends to carry out an extensive consultation process in preparation for the 2006 Long-Term Council Community Plan.

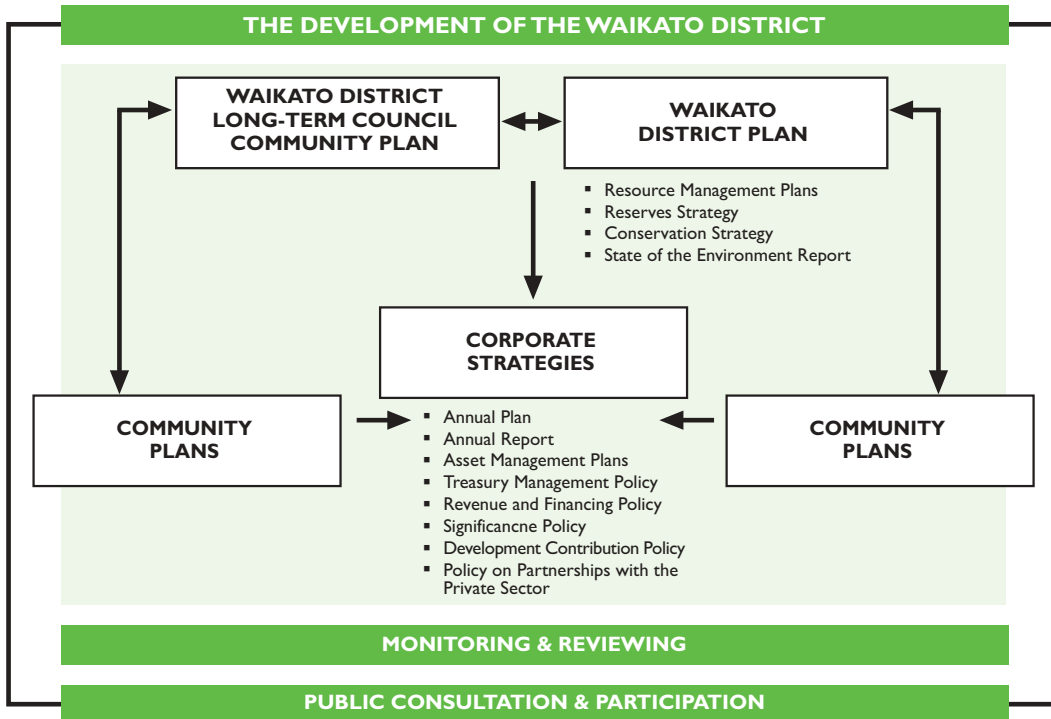
## Your Plan - Your Future

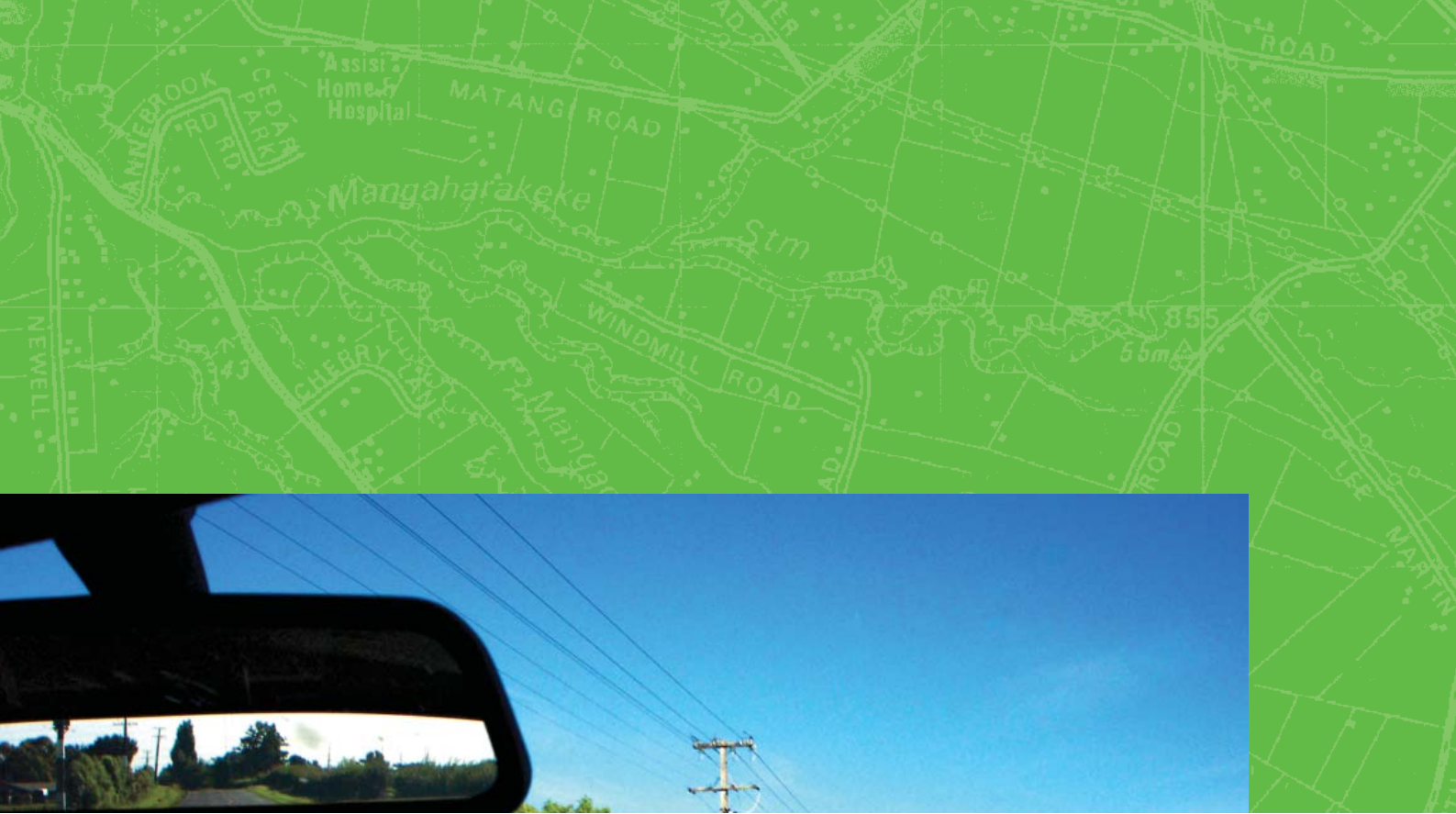
The Council hasn't gone off on a whim and produced this document. For many years we have been out and about in your communities asking you what you want, and developing localised community plans. We've used the information you've given us to make sure that this plan is your plan. We want it to reflect what you've told us you want for the district now and in the future.



## Fitting the plans together

The Council produces a lot of planning documents. The Long-Term Council Community Plan is just one of many strategies and plans that feed together and contribute to the path the district is following.





# Where are we heading?

## Waikato District community outcomes

Your input is vital for setting our course for the future. After all, this is your district.

Many of you have taken the opportunity in recent times to tell us what you value, and how you'd like the community to be in the future. You've done that through our Strategic Plan, and at a more local level through the community plans we have developed in Raglan, Ngaruawahia, Te Kauwhata, Tamahere, Huntly, Te Kowhai and Newstead.

Though we have received feedback from many different communities in different areas of the district, the desires for the future and the direction in which you want to head are very similar.

Looking at the big picture, you've told us you want to live in healthy and safe communities. You want to protect our history and culture. You want to see our economy thrive, and more people coming to live and work in our area. You want to live in a clean environment, and see development happen, but not at the expense of natural resources.

This information is important, because identifying 'community outcomes' is a key part of this document. The Council must say what the outcomes are, and then show how it will help the community achieve these outcomes. The outcomes must be agreed with the community.

The Council has anticipated that much of what you have already told us still holds true. Based on this information we have put together a set of big picture outcomes for the district – so that we know where we want to go and so we can plan for how we're going to get there.

These outcomes cover the social, cultural, economic and environmental aspects of the district and have played a large part in the development of this plan.

The Council has determined the outcomes on behalf of the community for this first Long-Term Council Community Plan, as is provided for in the transitional provisions of the Local Government Act 2002.

We look at these outcomes in detail opposite.

He who chooses the beginning of a road  
 chooses the place it leads to.  
 It is the means that determine the end.

- Harry Emerson Fosdick

## Waikato District Community Outcomes

Key themes

### Vibrant Local Communities *Council Strategic Link - Facilitating Community Development*

- Health and Safety**  
You've told us you want a community that is safe to live in, and access to quality health and associated care.
- Recreation and Leisure**  
You've told us you value recreation and leisure activities and want continued access to quality facilities.
- Education**  
You've told us that maintaining and enhancing education opportunities for your families is important.
- History and Culture**  
You've told us that the history and culture of our area should be preserved for us today, and in the future.

Key themes

### Thriving Economy *Council Strategic Link - Developing Our Economy*

- Employment**  
You've told us that you want to live in a community where employment is a key contributor to successful local economies.
- Infrastructure**  
You've told us that local infrastructure is an important community asset that should be maintained and improved where needed.
- Promotion**  
You've told us that promotion of our area as a destination, lifestyle, and business choice is important for a thriving local economy.

Key themes

### Sustainable Living Environment *Council Strategic Link - Safeguarding Our Environment*

- Lifestyle**  
You've told us lifestyle is important and that development, within parameters, is acceptable to stimulate growth.
- Environment**  
You've told us you want our natural and physical resources protected for the future.

## How will we know when we've got there?

It's a great start having a plan and knowing where we're going. But we also need to be able to track our progress and know when we've reached our destination. So, to know how far we've progressed on our journey to achieving the community outcomes, we need to have some key measurements to work with.

For each of the key outcome areas on which this plan is based, the measures opposite are indicative of those Council is proposing to use.

The Council will work with other central and local agencies to find out this information, and will report on progress in the Annual Report.

## What will Council do to help?

Determining our outcomes is just one step in the journey. Council has a key part to play in keeping things on track. Part of Council's role will be to work with the community, key organisations and stakeholders to achieve the community outcomes together. Council's role will vary depending on the specific outcome and the activities involved, but will likely be one of the following.

**Leader:** where Council is the principle decision-making authority.

**Partner:** where Council funds and carries out activities in partnership with other agencies.

**Advocate:** where Council promotes community interests to other authorities.

**Facilitator:** where Council encourages others to be involved by bringing together interested parties.

**Regulator:** where Council has a responsibility to monitor and report on legislative requirements.

Over the life of this plan Council may join forces with other organisations or agencies as part of its role to help work towards the community outcomes. Some of the key organisations that are likely to be involved, and which Council will approach for assistance, are noted in the table opposite.

## Methods of measuring success

### Vibrant Local Communities

- The change in the crime statistics
- Percentage of residents who feel safe in their neighbourhood
- Number of GPs per capita
- Local health statistics
- Number of dog related incidents responded to
- Number of food premises
- Number of liquor licences granted
- The number of sporting facilities in the community
- Residents' satisfaction with the opportunities for recreation
- Participation levels in recreation and sporting activities
- Number of students completing higher qualifications
- Truancy rates of students
- Perception of the community as to the standard of education provided
- Number of protected sites included in the District Plan
- Residents' perception that the culture and history of the area is preserved

### Thriving Economy

- Changes in the unemployment rate
- Number of new businesses established
- Residents' perception of the area as having a thriving economy
- Percentage of roads sealed
- Residents' level of satisfaction with the roading network
- Satisfaction with the provision of water services
- Visitor numbers
- Residents' perception of support for local events
- Number of building consents issued

### Sustainable Living Environment

- The rate of subdivision undertaken
- Residents' satisfaction with the number of community facilities provided
- Water and air quality statistics
- Residents' perception that the Council undertakes business in an environmentally friendly manner

## Other organisations that may be involved

### Vibrant Local Communities

<input type="checkbox"/> <b>Maori</b> Waikato Raupatu Lands Trust Tiaki Tangata Key stakeholders	<input type="checkbox"/> <b>Local Government</b> Environment Waikato Neighbouring Authorities	<input type="checkbox"/> <b>Central Government</b> Waikato District Health Board Police Land Transport Safety Authority Fire Service	<input type="checkbox"/> <b>Other</b> Safer Community Council Sport Waikato WEL Trust Trust Waikato
-----------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------

### Thriving Economy

<input type="checkbox"/> <b>Maori</b> Waikato Raupatu Lands Trust Tiaki Tangata Key stakeholders	<input type="checkbox"/> <b>Local Government</b> Environment Waikato Neighbouring Authorities	<input type="checkbox"/> <b>Central Government</b> Work and Income Transit New Zealand	<input type="checkbox"/> <b>Other</b> Tourism Waikato Sport Waikato
-----------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------	---------------------------------------------------------------------------

### Sustainable Living Environment

<input type="checkbox"/> <b>Maori</b> Waikato Raupatu Lands Trust Tiaki Tangata Key stakeholders	<input type="checkbox"/> <b>Local Government</b> Environment Waikato Neighbouring Authorities	<input type="checkbox"/> <b>Central Government</b> Department of Conservation Ministry for the Environment	<input type="checkbox"/> <b>Other</b> Whaingaroa Harbour Care Xtreme Waste
-----------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------



# Our starting point

## A snapshot of the District today

To help us track progress over the years to come, it is important that we know where we are right now. This snapshot of the Waikato District today provides an insight to the make-up of the district and the people that live in it.

The Waikato District encompasses a diverse area, from Raglan on the east coast to inland farming areas, with a large rural population, many small communities and our three main towns of Huntly, Ngaruawahia and Raglan.

The population of the Waikato District was 39,855 in 2001, when the last Census was undertaken, with a growth rate of 1.8%, less than New Zealand as a whole.

The Waikato District has a lower median age of people at 33.7 years, lower than that of New Zealand as a whole where it is 34.8 years. This is a reflection of the fact that the district has a smaller number of

people aged over 65 (9.8%) and a larger number of people aged under 15 (26.9%) than the average. While this currently means that there is a greater need for services and facilities for the younger members of our community, there are long-term implications as the demand for services for those above 65 will increase in future years.

## Ethnicity

Ethnically the Waikato District has low numbers of Pacific Island (2.1%) and Asian people (2.1%), but a much larger than average proportion of Maori (27.1%), with 78.3% considering themselves Europeans. Our Urban Wards have much higher percentages of Maori than our rural wards.

With 35.3% of people aged 15 and over having no formal qualifications, and only 28.5% of people living in the district having a tertiary qualification, education is a key area for the community.

## Income

The district as a whole has a lower than the national median level of income, at \$18,300, though the diversity of the district shows differing results when comparing the rural wards with urban wards. For example the Tamahere ward has 41.9% earning over \$30,000, and Eureka 39.5% earning over \$30,000, while Ngaruawahia has 21.2%, Raglan 21.7% and Huntly 18.8%.

A high number of people (20.9%) received their income from the agricultural and fishery industry, reflective of the District's rural nature.

## Property Ownership

There are high levels of home ownership in the Waikato District with 71.1% of permanent residents owning their own property. (The national average is 68.8%)

# Setting the course

## Council's key activities

This section looks at what the activity entails and how it contributes to furthering the community outcomes.

This section looks at the levels of service and performance measures to be used for the activity.

### Building Control

#### How we know we are on track

Within the framework of applicable legislation we aim to provide consistent service levels in the following areas.

Service level	Checking progress
<input type="checkbox"/> <b>Building consents</b> To process all applications for building consent in accordance with statutory requirements and the provisions of the New Zealand Building Code.	To ensure all building consents required by statute are processed and issued within an average of five working days. (Note the processing time allowed by the Building Act is 10 days).
<input type="checkbox"/> <b>Building warrants of fitness</b> To annually monitor and audit buildings in the Waikato district that hold Compliance Schedules.	To annually monitor and audit 50 of the 230 buildings on a rotating basis.  To annually inspect all accommodation buildings to confirm that property owners and their contractors are conducting regular maintenance on, and inspections of, their buildings.
<input type="checkbox"/> <b>Earthquake-prone buildings</b> To ensure that monitoring of earthquake-prone buildings is undertaken.	To conduct a survey of the buildings in the Waikato District in order to identify those structures that fall into this category.  To ensure that the building condition survey is placed on a database to identify earthquake-prone buildings.  To check individual property records and advise building owners in writing if their building is at risk in an earthquake.
<input type="checkbox"/> <b>Swimming pools</b> To inspect all swimming pools in the district for legislative compliance.	To annually check 50 of the swimming pools currently on the Council's Swimming Pool Register for compliance with the provisions of the Fencing of Swimming Pools Act 1987, and inspect new pools for compliance.



### Building Control

This activity helps to achieve the community outcomes of Vibrant Local Communities and Sustainable Living Environment. There are also several legislative requirements that are met by the provision of this activity.

The Building Control activity is responsible for the issuing of consents for people to undertake building work within the district, and conducting inspections to ensure that building consent conditions are met and relevant legislation complied with. This activity is also responsible for ensuring that swimming pools are effectively fenced, administering building warrants of fitness for public buildings, and ensuring that earthquake prone buildings are identified.

#### What we plan to do

Projects	2004/05	2005/06	2006/07
	\$	\$	\$
Staff accreditation as required by legislation.	10,000	20,000	
Waikato Region building consents project	20,000	20,000	20,000

Here we provide details of major projects over the next three years.

This section of the Long-Term Council Community Plan details the contribution to community outcomes and strategic goals, performance measures and financial information for each of Council's significant activities. It gives the reasons why Council undertakes these activities, and the estimated income and expenditure for each.

The diagram below shows the information you can expect to see reported for each of the activities in this section.

Here we look at the long-term focus of the activity.

This section details what we are planning to spend for this activity over the life of this plan, and where the money will come from.

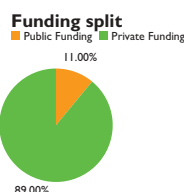
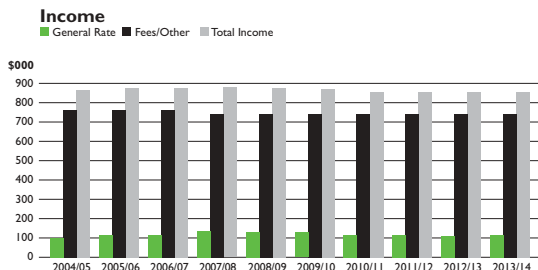
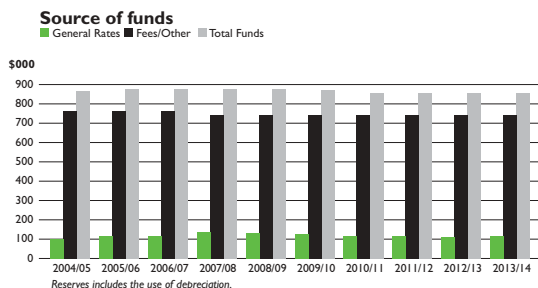
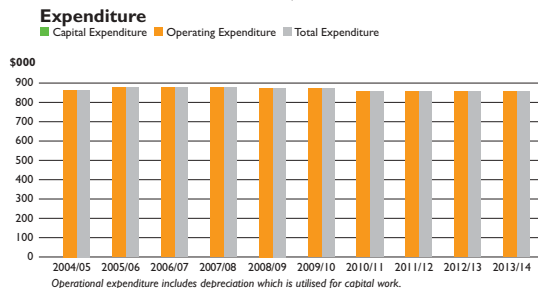
## Building Control

### Where we want to go

The focus for this activity over the next 10 years will be to ensure that the quality of new buildings within the district is at a level that meets the community's needs in regard to the provision of healthy and safe housing. Our aim is also to eliminate all accidental drowning of pre-school children in private swimming pools. We will aim to ensure that the users and occupants of all public and commercial buildings enjoy a suitable level of amenity, receive prompt warning in the event of fire or emergency and are able to exit buildings in a safe and orderly manner.

There are two key issues for Council in this activity during the life of this plan. They are the monitoring and improvement of services to the building community by gaining 'accredited' status as required by the Building Bill, and working co-operatively with neighbouring Councils in the Waikato to bring about consistency in service delivery.

### What we plan to spend



## Activity Index

Chief Executive's Overview	12
<b>CORPORATE AND COUNCIL LEADERSHIP</b>	<b>14</b>
Cost of Service Statement	17
<b>CORPORATE SERVICES</b>	<b>18</b>
Property	20
Grants and Donations/Community Liaison	22
Community and Safety	24
Area Offices	26
Funds Management	28
Cost of Service Statement	30
<b>ENVIRONMENTAL SERVICES</b>	<b>31</b>
Building Control	32
Animal Control	34
Resource Management	36
Environmental Health	38
Cost of Service Statement	40
<b>COMMUNITY ASSETS</b>	<b>41</b>
Water Supply	43
Wastewater	46
Stormwater	49
Refuse Transfer Stations	52
Refuse	54
Landfills	56
Parks and Reserves	58
Libraries	61
Cost of Service Statement	63
<b>ROADING</b>	<b>64</b>
Roading Network Administration	66
Corridor Maintenance	68
Pavement and Drainage Maintenance	70
Carriageway Resurfacing	72
Pavement Renewal	74
Seal Extension	76
Bridges	78
Safety Improvements and Community Education	80
Community Enhancement Works	82
Regulatory	84
Passenger Transport	86
Cost of Service Statement	88

**It is good to have**

**an end to journey**

**towards;**

**but it is the**

**journey that**

**matters in the end.**

*- Ursula Le Guin*

## **Chief Executive's Overview**

Welcome to the Waikato District Community's first Long-Term Council Community Plan (LTCCP). This is a new document that is required by Council under the Local Government Act 2002. It provides a much greater opportunity for you as a community to be involved in Council's key projects and activities planner for the next 10 years. The next Long-Term Council Community Plan will be undertaken in 2006 when we will again review our financial horizon for the next 10 years.

So what is Council going to do over the next three years? Well it's very much business as usual, focusing on continuing the good work carried out by the Council in the past year. Community Development is a significant part of what Council is trying to achieve. To this end we are allocating funding towards town developments in Raglan, Ngaruawahia, Te Kowhai, Huntly, Te Kauwhata and Meremere, as well as money for community projects in Tamahere, Newstead and Gordonton. Further details on this type of work are noted later in this LTCCP.

Roading continues to be Council's single largest area of expenditure. We are continuing with our seal extension programme, and the roads to be sealed or prepared for seal in future years are listed in the Roothing section of this document. We are also looking at significant roading upgrades in Raglan and Te Kauwhata over the next year as we help these towns to have a modernised look and feel. We are also undertaking a significant number of other roading works to ensure that our roading asset remains a safe and efficient network for those people travelling around the district.

Parks and Reserves is always a key focus, as we strive to make our public green areas enjoyable places for people to visit. A lot of effort goes into our icon reserves such as Wainui Reserve at Raglan, Huntly Domain, The Point at Ngaruawahia and Woodlands at Gordonton. Other activities in this area on which Council intends to focus over the coming years are Lake Weavers to the west of Huntly, Narrows Reserve at Tamahere, Orini Reserve, and installing Netball Courts at Taupiri. Council has also included funding in its Parks and Reserves area to obtain access to some West Coast beaches. We are not looking at full car access onto the beach, rather a carpark about 500m from the beach.

Council is to continue with its current work programme to keep the community's water and wastewater services up to a very high standard. I am pleased to note that the Environment Court has approved the resource consent for the Raglan Wastewater discharge after a process that took over 10 years. This means work will commence this year on upgrading the treatment to shellfish quality.

On a staffing level Council is increasing its building inspection staff with an additional officer to cater for the new legislation that is rapidly bearing down on us as a result of the leaky house syndrome. We are also employing an environmental monitoring officer to ensure that the conditions that Council places upon resource consents are checked up on and followed through to ensure compliance with our District Plan and policies.

All in all, this budget is focused on business as usual, but at the same time striving to improve the quality and timeliness of our service delivery functions. The rate increase for the coming year is 2%, and the Uniform Annual General Charge is \$300.00 to even out the impact of the recent revaluation of the district.

This Long-Term Community Plan has been adopted after undergoing a comprehensive consultation process. Council was thrilled at the level of participation with over 250 submissions on a wide range of subjects being received. As a result Council has made over 20 changes to the document and has incorporated many additional projects that had community support.



Gary Allis  
Acting Chief Executive

