



TE KAUNIHERA Ā ROHE O
WHAKAAHURANGI
STRATFORD
DISTRICT COUNCIL

Our reference
F19/13/03-D21/26182

19 September 2024

Farm and Policy and Services Committee Meetings

Notice is hereby given that a Farm Committee Meeting and a Policy and Services Committee Meeting will be held in the **Council Chambers, Stratford District Council, 63 Miranda Street, Stratford** on **Tuesday 24 September 2024** beginning at **12 noon**.

Timetable for 24 September 2024 as follows:

12 noon	Farm Committee Meeting
3.00pm	Policy and Services Committee Meeting

Yours faithfully

A handwritten signature in blue ink, appearing to read 'Sven Hanne'.

Sven Hanne
Chief Executive

2024 - Agenda - Policy & Services - September

24 September 2024 03:00 PM



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13. Questions

14. [Closing Karakia](#)

250

AGENDA

Policy and Services Committee



F22/55/05-D24/44550

Date: Tuesday 24 September 2024 at 3.00 PM
Venue: Council Chambers, 63 Miranda Street, Stratford

1. Welcome

- 1.1 Opening Karakia**
D21/40748 Page 8
- 1.2 Health and Safety Message**
D21/26210 Page 9

2. Apologies

3. Announcements

4. Declarations of members interest

Elected members to declare any real or perceived conflicts of interest relating to items on this agenda.

5. Attendance Schedule

Page 10

Attendance schedule for Policy and Services Committee meetings, including Hearings.

6. Confirmation of Minutes

- 6.1 Policy and Services Committee –27 August 2024**
D24/41100 Page 11

Recommendation

THAT the minutes of the Policy and Services Committee Meeting held on Tuesday 24 August 2024 be confirmed as a true and accurate record.

/
Moved/Seconded

7. Matters Outstanding

D16/47 Page 20

Recommendation

THAT the Matters Outstanding be received.

/
Moved/Seconded

8. Deputation – Stratford District Youth Council

9. Decision Report – Policy Reviews – August 2024

D24/44553 Page 21

Recommendations

1. THAT the report be received.
2. THAT the following, updated and new policies, being the:
 1. Citizen Awards Policy, and the
 2. Solid Waste Kerbside Collection Policy

be adopted.

Recommended Reason

This is part of council's rolling review of policies. Policies require review from time to time to ensure they still reflect current legislation and best practice, as well as elected members' views and meet the business needs of the organisation. Any policies recommended for withdrawal have either been found to be not required, amalgamated into an existing policy or replaced by a new policy as outlined in the body of this report.

/
Moved/Seconded

10. Decision Report – Stratford Aerodrome Strategic Development Plan 2024

D24/39422 Page 36

Recommendations

1. THAT the report be received.
2. THAT the Committee receives the ***Stratford Aerodrome Strategic Development Plan 2024*** prepared by ***Eagle Aviation Consulting***, dated ***July 2024***.
3. THAT Committee authorise the actions therein to be incorporated into the Aerodrome Management Plan.

Recommended Reason

The ***Stratford Aerodrome Strategic Development Plan*** provides guidance and sets actions and recommendations for Officers to incorporate into the Aerodrome Management Plan for implementation. The aerodrome management plan will be presented to council for adoption in due course.

/
Moved/Seconded

11. Decision Report – Stratford Aerodrome Revenue Potential Report

D24/39072 Page 114

Recommendations

4. THAT the report be received.
5. THAT the Committee approves and adopts the **Stratford Aerodrome Revenue Potential** report and its recommendations, as prepared by **Eagle Aviation Consulting** and dated **July 2024**, to support further development considerations at the Aerodrome.
6. THAT the Committee authorises the Chief Executive to enter into negotiations with the commercial operator proposing the establishment of an aircraft operation at the Aerodrome.

Recommended Reason

The Eagle Aviation Consulting report will guide Officers to progress the proposal presented by a commercial operator to establish an aircraft operation at the Aerodrome.

/
Moved/Seconded

12. Monthly Reports

12.1 Assets Report

D24/37637 Page 189

Recommendation

THAT the report be received.

/
Moved/Seconded

12.2 Community Services Report

D24/42135 Page 217

Recommendation

THAT the report be received.

/
Moved/Seconded

12.3 Corporate Services Report

D24/43342 Page 226

Recommendation

THAT the report be received.

/
Moved/Seconded

12.4 Environmental Services Report
D24/44375 Page 242

Recommendation

THAT the report be received.

/
Moved/Seconded

13. Questions

14. Closing Karakia
D21/40748 Page 250



Our reference
F19/13/03-D21/40748

Karakia

Kia uruuru mai
Ā hauora
Ā haukaha
Ā haumāia
Ki runga, Ki raro
Ki roto, Ki waho
Rire rire hau Paimārire

I draw in (to my being)
The reviving essence
The strengthening essence
The essence of courage
Above, Below
Within, Around
Let there be peace.



Our reference
F19/13/03-D22/17082

Health and Safety Message

In the event of an emergency, unless guided to an alternative route by staff, please exit through the main entrance. Once outside the building please move towards the War Memorial Centre congregating on the lawn area outside the front of the council building.

If there is an earthquake, please drop, cover and hold where possible. Remain indoors until the shaking stops and you are sure it is safe to exit or remain where you are until further instruction is given.

8. Attendance schedule for 2024 Policy & Services Committee meetings (including Hearings).

Date	23/1/24	30/1/24**	27/2/24	27/2/24	26/3/24	26/3/24	23/4/24	14/5/24	28/5/24	4/6/24	11/06/24	25/6/24	23/7/24	27/8/24	24/9/24	22/10/24	26/11/24
Meeting	PS	PS	H	PS	H	PS	PS	H	PS	H	H	PS	PS	PS	PS	PS	PS
Neil Volzke	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Steve Beck	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Grant Boyde	✓	✓	A	A	✓	✓	✓	✓	✓	✓	✓	✓	A	✓			
Annette Dudley	✓	✓	✓	✓	✓	✓	✓	✓	✓	A	A	✓	✓	✓			
Jono Erwood	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Ellen Hall	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Amanda Harris	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Vaughan Jones	✓	✓	✓	✓	✓	✓	✓	✓	A	✓	✓	✓	✓	✓			
Min McKay	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
John Sandford	✓	✓	✓	✓	✓	✓	A	✓	A	✓	✓	✓	✓	✓			
Clive Tongaawhikau	A	A	✓	✓	A	A	A	A	✓	A	A	✓	A	✓			
Mathew Watt	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			

** The Policy and Services Committee meeting held on 30 January 2024 was a continuation of the January meeting.

Key	
PS	Policy & Services Committee Meeting
H	Hearing (heard by Policy & Services Committee)
✓	Attended
A	Apology/Leave of Absence
AB	Absent
S	Sick
AV	Meeting held, or attended by, by Audio Visual Link

MINUTES

Policy and Services Committee



F22/55/05 – D24/41100

Date: Tuesday 27 August 2024 at 3.00pm
Venue: Council Chambers, 63 Miranda Street, Stratford

Present

The Deputy Mayor – M McKay (the Chairperson), the District Mayor N C Volzke, Councillors: S J Beck, J M S Erwood, A K Harris, E E Hall, W J Sandford, A M C Dudley, V R Jones, C M Tongaawhikau, G W Boyde and M J Watt.

In attendance

The Chief Executive – Mr S Hanne, the Acting Director – Assets – Mr S Bowden, the Corporate Accountant – Mrs C Craig, the Committee Secretary – Ms E Coulton, the Communications Manager – Ms G Gibson (*part meeting*), the Communications Advisor – Mrs S Clarkson (*part meeting*), the Parks and Reserves Officer – Mrs M McBain (*part meeting*), the Property Officer – Mrs S Flight (*part meeting*), the Sustainability Advisor – Mrs V Dombroski (*part meeting*), one member of the public and one member of the media (Stratford Press).

1. Welcome

The opening karakia was read.

The Deputy Mayor welcomed the Chief Executive, Councillors, staff, and the media.

The Deputy Mayor reiterated the health and safety message and emergency procedures.

2. Apologies

There were no apologies.

3. Announcements

The Chief Executive noted a workshop is scheduled for 3 September to discuss the water reforms. He emphasised that he has sent out an email regarding this. It was noted that due to the depth of the information sent out, the Chief Executive is available the Friday and Monday prior to the workshop to meet with Councillors individually to explain this information to ensure that each Councillor can get the maximum benefit from the workshop.

4. Declarations of members interest

Elected members were asked to declare any real or perceived conflicts of interest relating to items on this agenda. There were no conflicts of interest declared.

5. Attendance Schedule

The Attendance schedule for Policy and Services Committee meetings, including Hearings, was attached.

6. Confirmation of Minutes

6.1 Policy and Services Committee –23 July 2024

Recommendation

THAT the minutes of the Policy and Services Committee Meeting held on Tuesday 23 July 2024 be confirmed as a true and accurate record.

HARRIS/HALL
Carried
P&S/24/201

It was noted that the recommendation for item 10 (draft Sustainability Policy) had not been adopted by the Ordinary Meeting of Council. Council had amended the wording of the resolution and adopted the policy.

7. Matters Outstanding

Recommendation

THAT the Matters Outstanding be received.

ERWOOD/DUDLEY
Carried
P&S/24/202

It was noted that the Parking Bylaw review will be put into workshop once it has been confirmed as legally correct.

8. Decision Report – Policy Reviews – August 2024

Recommendations

1. THAT the report be received.

HALL/BOYDE
Carried
P&S/24/203

2. THAT the following, updated policy, being the:

~~1. Solid Waste Kerbside Collection Policy~~

~~be adopted.~~

Recommended Reason

This is part of council's rolling review of policies. Policies require review from time to time to ensure they still reflect current legislation and best practice, as well as elected members' views and meet the business needs of the organisation. Any policies recommended for withdrawal have either been found to be not required, amalgamated into an existing policy or replaced by a new policy as outlined in the body of this report.

The Chief Executive noted:

- This review is part of the regular maintenance required of the by-law, therefore not much has been changed.

Questions/Points of Clarification:

- Councillor Beck suggested that the objective 'to encourage appropriate behaviour in the district towards reducing contamination in all our waste streams', listed under 3.2 should be edited to include the word educate. The Chief Executive expressed that he believes that the addition of the word educate is in line with other statements within the policy and will edit this objective accordingly.
- Councillor Harris pointed out that section 6.1 specifies that the policy for replacing damaged bins, states that council aim to have them replaced within 10 working days. She expressed that she feels that this is a long period of time and questioned if council typically replaces bins faster than this. The Chief Executive noted that typically bin replacements are resolved quicker than the stated 10 days in the policy, it was noted that this is usually a period of 3 working days. The Chief Executive additionally highlighted that typically damaged bins are still useable, this is because the most common form of damage are broken hinges and other similar damages.
- The District Mayor sought clarification on the regulations surrounding bins and separately used or inhabited part of a rating unit (SUIP), he noted that clause 4.5 states that extra bins incur a set extra fee and wanted to know if this applies for SUIPs. The Chief Executive clarified that because SUIPs pay rates, their charge for bins is included within the rates, the extra fee only applies if one rate paying household or SUIP requires an extra set of bins.
- The District Mayor noted that clause 5.5 states that churches, sports clubs and maraes can opt in for bin collection, he questioned if the rate is the same as domestic. The Chief Executive clarified that that is correct. The District Mayor further questioned if schools and ECEs get this service for free. The Chief Executive clarified that this is correct, he noted that the reason for this is to teach kids about recycling and make it easily accessible.
- The District Mayor noted that clauses 8.1 and 8.2 are similar, he questioned if it is necessary to have these two separate clauses and if it would be reasonable to combine these clauses. The Chief Executive noted that it will be amended accordingly.
- The District Mayor questioned if clause 10.1, dispute resolution, is fair. He questioned this as the Director makes the final decision without consultation, he expressed that a better option may be that the Director makes a recommendation to the Chief Executive for approval. Councillor Hall noted her support of the Mayors views.
- Councillor Boyde noted that he agrees with the District Mayors views on this, he noted that he believes only a small amount of cases would escalate to the Chief Executive for sign off and he would not be inundated with requests. He expressed that whilst it is out of the Chief Executives scope, it makes the process equitable and fair. He questioned as to how many incidents there has been where the Director – Assets has had issues with disputes. The Chief Executive noted that if the Chief Executive was to do this, it needs to go to the Director first and then the Chief Executive. It was noted that there are typically 10 disputes a year.
- Councillor Erwood expressed that he is happy with clause 10 as is.
- Councillor Harris noted that the policy notes Monday as the collection day, she questioned if this is subject to change and if it does will we need to update the policy. The Chief Executive noted that we are currently locked into a 7 year contract in regard to rubbish collection, he expressed that it is good practice to update the policy when a new contract is put in place.
- The Deputy Mayor noted that clause 5.7 states specifically the left kerbside, she noted that this may be taken too literally and suggested to drop the word left. The Chief Executive noted that he is happy with that change.
- Councillor Dudley noted that an issue not addressed within the policy is wind and the impact on bins, she questioned if it would be possible to include something in the policy on knocked over bins due to wind such as providing clips to residents. The Chief Executive noted that it is a matter that extends outside the policy but if council had the desire to provide clips for residents we can investigate, it was noted that this will be added to matters outstanding.
- The Deputy Mayor questioned as to how many schools and ECEs utilise the free recycling. The Chief Executive noted that all schools within the rubbish collection programme distance, utilise the service, he was unsure on the number of ECEs.

- Matters of dispute resolution were discussed further and it was decided that two voices are required to make the final decision. It was agreed that this will be amended in the policy and councillors are happy to approve that policy without seeing the final wording.
- Councillor Boyde noted that he was concerned with the cost of allowing schools and ECEs to have free bin collection. Councillor Erwood noted that he is happy with the current arrangement as it is about educating our young people. Councillor Hall noted that she is on the fence as she agrees with Councillor Erwood but after the LGNZ conference she is feeling money conscious.
- It was decided that officers will supply councillors with information such as how many schools utilise this service and how much it costs.

Recommendation

2. THAT the Solid Waste Kerbside Collection Policy remain on the table awaiting further information as requested.

BOYDE/HALL
Carried
P&S/24/204

9. Decision Report – Stratford Croquet Club – Location Decision

Recommendations

1. THAT the report be received.

SANDFORD/HARRIS
Carried
P&S/24/205

2. THAT the Committee decline Stratford Croquet Club's request to relocate to the green space next to Wai o Rua (corner of Portia and Regan Streets).

BOYDE/HALL
Carried
P&S/24/206

Recommended Reason

Establishment of a permanent facility within this reserve space would negatively impact the current, mainly casual users of this space as well as permanently compromise any future potential to add to the aquatic centre.

The Acting Director – Assets noted:

- This decision report is seeking councils endorsement to decline the request for the Stratford Croquet Club to re-locate their activity to the green space next to Wai O Rua. He noted that the reason for the recommendation to decline is due to the possible future development of Wai O Rua.

Questions/Points of Clarification:

- Councillor Harris asked if council are responsible for recommending another space if we decline the request. The Chief Executive noted that it is not our responsibility to provide them with an alternative space, it is only our responsibility to provide them with feedback on their proposals.
- Councillor Harris questioned who would be responsible for the recovery of the old croquet club if council were to accept their proposal. The Chief Executive noted that this could be made a condition of a move but that most likely there would be a cost to Council.
- Councillor Boyde noted he supports the recommendation to decline the request, he expressed that whilst they are passionate about their activity, protecting the area for future development is more important.

- Councillor Hall noted that she likes the idea of being able to facilitate all community group needs but in this case the proposed area will not work. She emphasised that she wants to acknowledge the work achieved by the croquet club on this proposal and encourages them to look for other options as there may be more opportunities elsewhere within Stratford.

The Sustainability Advisor left the meeting at 3.56 pm.

10. Decision Report – Review of Victoria Park Reserve Management Plan

Recommendations

1. THAT the report be received

VOLZKE/JONES
Carried
P&S/24/207

2. THAT in accordance with Section 41(4) of the Reserves Act 1977, as administering body of the reserve, Council carries out a comprehensive review of the Victoria Park Reserve Management Plan.

3. THAT council approves council officers to seek submissions and feedback from key stakeholders in accordance with the Reserves Act 1977.

BOYDE/DUDLEY
Carried
P&S/24/208

Recommended Reasons

The Reserves Act 1977 requires Council to “keep its management plan under continuous review”. Victoria Park is one of Stratford’s premier reserves both in terms of passive and active recreation and warrants it’s own management plan to better guide it’s present and future use, maintenance, and development. This plan is due for review, given the changes to parts of the reserve within the last few years.

The Parks and Reserves Officer noted the following:

- There is a small spelling error within the report. It should say contacting lwi not contacted lwi.
- The process of consultation for this management plan is different to typical public consultation processes. This management plan undergoes two consultation processes and is a very engaged process.

Questions/Points of Clarification:

- Councillor Jones questioned if public domains managed by boards are required to go through the same consultation processes. The Parks and Reserves Officer noted that this is not required of domains as domains are not classified as reserves and boards are under the umbrella of incorporated societies.
- Councillor Boyde noted that it is great that people are able to look through this report and see the progress of Victoria Park throughout the years. He emphasised that there has been a massive amount that has been achieved which is a kudos to the team. He is looking forward to coming back with tweaks at a later date.
- Councillor Beck questioned if the communications team are planning to do a story to showcase this. The Chief Executive emphasised that it is important for the communications team to do a release on this matter as we need to explain the consultation process to them and showcase

what has been achieved since the last plan. Councillor Beck noted that he likes the consultation process.

11. Decision Report – Stopping and Disposal of Part Walter Road to Regularize Encroachment

Recommendations

1. THAT the report be received.

HARRIS/BECK
Carried
P&S/24/209

2. THAT in order to allow a substantial woolshed that has been erected over part of unformed Walter Road to remain, the Council accepts the offer of the adjoining owners, RC & RA McGregor and J Harold to vest as road on the deposit of their proposed plan of subdivision of Part Lot 1 DP 312/B & Lot 1 DP 11027, an area of approximately 822m² adjoining the area of encroachment and shown as Lot 7 on the scheme plan attached to this report.
3. THAT in exchange for the road to vest as outlined in (2) above and following the deposit of the relative plan of subdivision, the Council agrees to stop that part of Walter Road, which is currently occupied by the woolshed, comprising approximately 709m² and to amalgamate the road, when stopped, with the owners adjoining land, being Lot 1 DP 11027.
4. THAT the road stopping referred to in (3) above be undertaken in accordance with the provisions of the Public Works Act 1981 and that all associated costs be met by the owners.

BECK/HALL
Carried
P&S/24/210

Recommended Reason

While Walter Road has only been formed up to the boundary of the owners' land, the woolshed occupies the unformed continuation of legal road and as such, constitutes an unlawful encroachment. The above recommendations will provide for the substantial woolshed to remain while maintaining the continuity and integrity of Walter Road at no cost or inconvenience to the Council.

The Acting Director – Assets noted:

- The purpose of the report is to put forward a proposal to alter the status of Walter Road due to a woolshed encroaching on the unformed continuation of the legal road.

Questions/Points of clarification:

- The District Mayor questioned if this will cost council anything. The Acting Director – Assets clarified that all costs will be fronted by Mr McGregor.

12. Monthly Reports

11.1 Assets Report
D24/32566 Page 105

Recommendation

THAT the report be received.

/
Carried
P&S/24/211

Questions/Points of Clarification:

- Councillor Hall asked if funding from NZTA will be available to update our speed signage as per NZTAs request. The Acting Director – Assets noted that it is highly unlikely that NZTA will fund this.
- The District Mayor noted that all funding that has been requested has been approved by NZTA bar the funding for footpath renewals. Due to this, we now have a funding shortfall and have to make the decision whether to carry on as planned and locate the extra money ourselves or scale the programme of works back and only spend the money we have received via funding. The Acting Director – Assets noted that the preferable option would be to only spend what is being funded which in turn is a 64% reduction.

Recommendation

THAT the Council resolve to only spend the NZTA funded portion of the footpath renewals budget in the 2024 – 34 Long Term Plan.

VOLZKE/ERWOOD
Carried
P&S/24/212

- Councillor Boyde expressed that the illegal dumping taking place is frustrating, he emphasised that it has become worse in rural areas.
- The Chief Executive noted that the Stanley Road property has gone through the tender process but we have not accepted any as they have all been under the GV etc of the property.
- Councillor Beck asked if the \$400,000 allocated to walking and cycling in the tentative capital works programme is still going to be our strategy knowing what the Prime Minister has recently said. The Acting Director – Assets noted that it will still be a strategy for us regardless of what central government has to say.
- Councillor Sandford questioned if the Prospero Place development plan, has taken into account the request from the Austin family for a garden memorial. The Chief Executive clarified that the design has yet to be completed and they are only in early stages of planning. He emphasised that the current plan is based on the whole area.
- The Deputy Mayor asked what the consequence would be from NZTA if we did not use the new signage proposed. She expressed that she finds it ironic that the central government is creating unfunded mandates and that we should look into different options before we commit to electronic signs. Councillor Harris noted that we should follow other councils lead. Councillor Erwood noted that we should be mindful of councils reputation if injury or fatality was to occur and we don't put out the mandated signs, he expressed that it may be a big issue.

11.2 Community Services Report
D24/32710 Page 128

Recommendation

THAT the report be received.

HARRIS/HALL
Carried
P&S/24/213

The Chief Executive noted:

- The business plan for Wai O Rua – Stratford Aquatic Centre is underway.

Questions/Points of Clarification:

- Councillor Hall commented on section 2.2, Youth Council updates. She emphasised that it is fantastic to see the significant positive impact SDYC has on the young people of the Stratford community and that their collaboration and partnership with Zeal is awesome.
- Councillor Sandford gave an update on the Austin Trust. He noted that a major concern for the trust are Enviroschool initiatives falling off at a high school level, he expressed that we have many primary schools around the district with highly accomplished Enviroschool programmes but very little high school involvement. The Austin Trust are helping to fund this throughout high schools and primary schools and have seen a large volume of interest for programmes and projects associated with this. He emphasised that there are some awesome initiatives in the works throughout most of the schools within the district with the help of the Austin Trust.

The Communications Manager, the Communications Advisor, the Parks and Reserves Officer and the Property Officer left the meeting at 4.30 pm.

11.3 Environmental Services Report
D24/30675 Page 137

Recommendation

THAT the report be received.

DUDLEY/JONES
Carried
P&S/24/214

The Chief Executive noted the following:

- Resource consent numbers have seen an increase in the month of July, the team are unsure whether this is an anomaly or the beginning of a widespread activity increase.
- STDC have taken an interest in joining the local alcohol policy shared between SDC and NPDC.
- Current building activity is at a low but steady number, it is not as tragic as once perceived.

Questions/Points of Clarification:

- Councillor Boyde questioned if we have the resources to deliver resource consents in a timely manner due to the increase in resource consent applications. The Chief Executive noted that we do have the resources available to achieve this as we also have back up external processes to help alleviate the pressure if needed.

13. Questions

- Councillor Erwood questioned if it has been considered to invest in some covert cameras to attempt to catch the vandals responsible for the rise of illegal dumping and vandalism within the community. The Chief Executive noted that it has been discussed previously but ultimately was decided that it was not worth investment due to the cost and high likelihood of the cameras being vandalised or stolen. He also noted that it is a difficult task to pin point what exact location will be targeted for vandalism next aside from those areas with repeat offenders.
- Councillor Boyde noted that there is no corporate services report presented and asked if there is a reason for this. The Chief Executive noted that because it is the first month of a new LTP, there are no confirmed figures as of yet. He highlighted that this is common practice across councils.
- Councillor Hall was asked as to how the LGNZ conference was. Councillor Hall gave an overview of the conference.

14. Closing Karakia

D21/40748

Page 144

The closing karakia was read.

The meeting closed at 4.50 pm.

M McKay
Chairperson

Confirmed this 24th day of September 2024.

N C Volzke
District Mayor

Policy and Services Committee
Matters Outstanding Index

ITEM OF MATTER	MEETING RAISED	RESPONSIBILITY	CURRENT PROGRESS	EXPECTED RESPONSE
Parking Bylaw	Ordinary 12 March	Steve Bowden	Under Review	
Bin Clips	23 July 2024	John Cooper	Included in 24 September Policy Review	

DECISION REPORT



F22/55/04 – D24/44553

To: Policy and Services Committee
From: Chief Executive
Date: 24 September 2024
Subject: Policy Reviews – September 2024

Recommendations

1. THAT the report be received.
2. THAT the following, updated and new policies, being the:
 1. Citizen Awards Policy, and the
 2. Solid Waste Kerbside Collection Policybe adopted.

Recommended Reason

This is part of council's rolling review of policies. Policies require review from time to time to ensure they still reflect current legislation and best practice, as well as elected members' views and meet the business needs of the organisation. Any policies recommended for withdrawal have either been found to be not required, amalgamated into an existing policy or replaced by a new policy as outlined in the body of this report.

/
Moved/Seconded

1. Purpose of Report

This report is part of Council's rolling review of its policies. There are a small number of policies that are reviewed as part of other processes and will not form part of this review cycle – but the majority of policies are expected to be presented this way over time. Occasionally where a policy requires significant attention, this may be done via a separate report.

2. Executive Summary

Policies are an essential element of Council's business processes as they communicate elected members' expectations on general business matters to staff. These require periodic review to remain current.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the Council’s purpose is to “enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future”			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:			Yes
Social	Economic	Environmental	Cultural
✓	✓	✓	✓

Up to date policies enable council to perform a good quality local public service and good quality regulatory functions.

4. Background

4.1 While Council regularly reviews its policies, a notable backlog has recently been identified. Staff are working to address this backlog to ensure policies are reviewed in the appropriate time frame.

4.2 Policy review cycles vary notably and part of the review of each policy will be to ensure each policy has the appropriate review cycle attached. Review of policies can be triggered outside of the normal review cycle by a range of factors, including but not limited to legislative change, operational requirements identified by staff and request by elected members.

4.3 All policies included in this report are summarised below. For the policies for adoption within this report, the following changes have been incorporated and are being recommended by staff:

4.3.1 Citizen Awards Policy – Appendix 1

- 4.3.1.1 The policy has remained largely unchanged following review by the committee, with the following adjustments proposed:
1. To allow nominations by family members, however the seconder must not be a direct relative.
 2. To remove the requirement for nominators to reside within the Stratford District.
 3. To remove reference to the Youth Citizen Awards Committee to confirm that all nominations are considered by the Citizen Award Committee.

4.3.2 Solid Waste Kerbside Collection Policy – Appendix 2 & 3

This policy was left lying on the table at the August P&S meeting with a request for further information regarding the use and cost implications of the recycling service arising from it being available free of charge to schools and early childhood facilities. This is provided in the attached memo.

- 4.3.2.1 The intent is very similar to the original policy adopted in 2019, being the minimisation of recycling contamination via education and enforcement.
- 4.3.2.2 Revised policy is clearer on process and also serves as a guideline to staff to ensure fair and consistent treatment especially of contamination events.
- 4.3.2.3 New policy is stronger in defining terms and service area than previous policy to ensure it would withstand legal challenge.

5. Consultative Process

5.1 **Public Consultation - Section 82**

Some policies will require public consultation, this determination will be made on a case-by-case basis in alignment with legislative requirements and Council's Significance and Engagement Policy.

5.2 **Māori Consultation - Section 81**

Where appropriate, direct consultation will be undertaken with Māori.

6. Risk Analysis

<p>Refer to the Council Risk Register - available on the Council website.</p> <ul style="list-style-type: none"> Does this report cover any issues that relate to any risks on the Council Risk Register, and if so which risks and what are the impacts and likelihood of eventuating? Does this report cover any issues that may lead to any new risks that are not on the Council Risk Register, and if so, provide some explanation of any new identified risks. Is there a legal opinion needed?
--

6.1 The key risk within this process is that legislative and or consultation requirements are overlooked or policy change creates undesired outcomes. These factors need to be managed on a policy-by-policy basis as part of the process.

7. Decision Making Process – Section 79

7.1 **Direction**

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	Policies form the basis of a variety of council functions including the provision of infrastructure, regulatory functions and the provision of a local public service.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	Policies in many cases form the basis and framework to how these needs are identified, addressed and met.

7.2 **Data**

<ul style="list-style-type: none"> Do we have complete data, and relevant statistics, on the proposal(s)? Do we have reasonably reliable data on the proposals? What assumptions have had to be built in?
--

The review and preparation of each policy will incorporate the required research and where needed additional information and or data will be provided within the relevant context.

7.3 **Significance**

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long Term Plan?		

Is it:		
• considered a strategic asset; or		
• above the financial thresholds in the Significance Policy; or		
• impacting on a CCO stakeholding; or		
• a change in level of service; or		
• creating a high level of controversy; or		
• possible that it could have a high impact on the community?		

In terms of the Council's Significance Policy, is this proposal of high, medium, or low significance?		
High	Medium	Low
		✓

7.4 Options

<p>An assessment of costs and benefits for each option must be completed. Use the criteria below in your assessment.</p> <ol style="list-style-type: none"> 1. What options are available? 2. For each option: <ul style="list-style-type: none"> • explain what the costs and benefits of each option are in terms of the present and future needs of the district; • outline if there are any sustainability issues; and • explain if the outcomes meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions? 3. After completing these, consider which option you wish to recommend to Council, and explain: <ul style="list-style-type: none"> • how this option is the most cost effective option for households and businesses; • if there are any trade-offs; and • what interdependencies exist.

There is overall no alternative to having key policies. For policies which are not legislatively required, consideration needs to be given whether the effort to develop and maintain a policy exceeds the potential benefit. Within each policy, council has options how to manage events and actions stipulated by that policy. These options will be discussed with elected members for each relevant policy.

7.5 Financial

<ul style="list-style-type: none"> • Is there an impact on funding and debt levels? • Will work be undertaken within the current budget? • What budget has expenditure come from? • How will the proposal be funded? eg. rates, reserves, grants etc.

There is no immediate impact other than through the actions triggered by each policy. This will be discussed on a policy-by-policy level where required.

7.6 Prioritisation & Trade-off

<p>Have you taken into consideration the:</p> <ul style="list-style-type: none"> • Council's capacity to deliver; • contractor's capacity to deliver; and • consequence of deferral?

No trade-off is being undertaken, all policies will form part of the review cycle, as outlined in the original report on this matter.

7.7 **Legal Issues**

- Is there a legal opinion needed?
- Are there legal issues?

There are no legal implications at a high (all policies) level, individual policies will have to reflect current legislation.

7.8 **Policy Issues - Section 80**

- Are there any policy issues?
- Does your recommendation conflict with Council Policies?

The subject of this report is the review of policies, their alignment, legality and timely review

Attachments:

Appendix 1 – Citizen Awards Policy – D24/42405

Appendix 2 – Solid Waste Kerbside Collection Policy – D23/49635

Appendix 3 – Solid Waste Kerbside – Memo regarding school use and other related matters



Sven Hanne
Chief Executive

Date 17 September 2024

POLICY



Policy:	DRAFT Citizen Awards
Department:	Community Services
Approved by:	
Effective date:	
Next review date:	2027/28
Document Number:	D24/42405

1. Purpose
 - 1.1 The Stratford District Council recognises that members of the community, through their activities, help develop the community and provide a direct social benefit to the region.
 - 1.2 This policy provides a mechanism to publically recognise these people and thank them for their contribution to the community.
2. Committee
 - 2.1 **The Citizen Awards Committee will be convened in accordance with Council's Delegations Policy.**
 - 2.2 The Stratford District Council shall annually call for nominations for Citizen and Youth Citizen Awards. **The Citizen Awards Committee shall** make a decision on those they deem warrant an award.
 - 2.3 The decision of the Committee is final and no correspondence or discussion will be entered into or reasons given for any unsuccessful nomination.
3. Objectives
 - 3.1 The Stratford District Council will, through the Citizen Awards, Youth Citizen Awards, and the Outstanding Citizen Awards acknowledge the contribution made by residents who have contributed positively to the district.
 - 3.2 This policy outlines the criteria on who shall receive Citizen Awards, Youth Citizen Awards and the Outstanding Citizen Award.
4. Citizen's Awards General Guidelines
 - 4.1 Nominations may be received from individuals or organisations.
 - 4.2 Citizen Awards Committee members may nominate residents they believe may be eligible for an Award.
 - 4.3 **Nominations may be completed by a family member, however in this situation the seconder must not be a direct relative.**
 - 4.4 **Nominators ~~may not reside in the Stratford District but~~ must clearly demonstrate an understanding of the impact the nominated resident has had in the district.**
 - 4.5 Successful nominees will have by personal leadership, inspiration, sacrifice or devotion to a cause, made a significant and positive contribution to the well-being of the Stratford District and its citizens.
 - 4.6 Successful nominees will have demonstrated a broad community based influence.
 - 4.7 Successful Citizens' Awards nominees will hold, or have held, positions in community groups, have community involvement, and have longevity of community services.

4.8 Current elected members of the Council are ineligible for a Citizens' Award.

5. Youth Citizen Awards General Guidelines

5.1 Nominations may be received from individuals or organisations.

5.2 ~~Youth~~ Citizen Awards Committee members may nominate residents they believe may be eligible for an Award.

~~Nominators may not be direct family members of the nominee and must reside in the Stratford District.~~

5.3 Nominations may be completed by a family member, however in this situation the seconder must not be a direct relative.

5.4 Nominators ~~may not reside in the Stratford District but~~ must clearly demonstrate the impact the nominated resident has had in the district.

5.5 Specific criteria for decision making will include:

- consideration of outstanding academic successes;
- sporting achievements;
- community involvement. and
- arts or cultural achievements.

5.6 Successful nominees will be aged between 12 and 24

5.7 Current members of the Youth Council are eligible for a Youth Citizens' Award. ~~excluding those on the Youth Citizens' Awards Committee.~~

6. Outstanding Citizen Award General Guidelines

6.1 Nominations for this award will not be received.

6.2 This award will be made at the sole discretion of the Citizen Awards Committee.

6.3 The award recipient does not have to currently reside in the Stratford District.

6.4 Successful recipients will be any individual who has displayed leadership and made a positive contribution to the Stratford District. They may be past Citizen Award recipients.

7. Appendices

Delegation Policy D21/24941

POLICY



Policy:	Solid Waste Kerbside Collection Policy
Department:	Assets
Approved by:	Policy and Services Committee
Effective date:	XXXXXX 2024
Next review date:	XXXXXX 2027
Document Number:	D23/49635

1. Purpose
 - 1.1 To provide a framework that enables a fair and consistent approach to the Council-provided Solid Waste Kerbside Collection Service.
 - 1.2 To outline the management actions for reducing contamination in Council's Solid Waste Kerbside Collection waste streams.
 - 1.3 To define the Solid Waste Kerbside Collection Service Area (Service Area) (Service Area Map in Appendix 1)
2. Scope
 - 2.1 The Solid Waste Kerbside Collection Policy (The Policy) applies to the Council-provided Solid Waste Kerbside Collection Service. The Policy is to be read in conjunction with the Council's Solid Waste Management and Minimisation Bylaw 2020 and subsequent amendments.
3. Objectives
 - 3.1 To specify the roles and responsibilities of Council, as the service provider, and service recipients pertaining to the Solid Waste Kerbside Collection Service in the district.
 - 3.2 To educate and encourage appropriate behaviour in the district towards reducing contamination in all our waste streams.
 - 3.3 To enable, encourage and facilitate increased diversion of waste from landfill.
 - 3.4 To specify management actions that Council will take to achieve objectives.
4. Maximum Number of Approved Waste Containers
 - 4.1 Each Separately Used or Inhabited Part of a rating unit (SUIP), used for residential purposes within the Service Area, will be provided with one set of approved waste containers comprising:
 - A 120 litre general waste bin;
 - A 240 litre recycling bin; and
 - A 60 litre glass crate.
 - 4.2 Service recipients may request an additional set of approved waste containers, which may be supplied at the discretion of the Council if it is deemed that extraordinary circumstances apply.
 - 4.3 The request shall be made in writing to the Services Asset Manager.
 - 4.4 Council reserves the right to decline the request.
 - 4.5 Additional sets of approved containers will incur a set fee, over and above the Targeted Rate.

5. Kerbside Collection

- 5.1 Kerbside collection service is mandatory for all SUIPs, used for residential purposes in the service area.
- 5.2 New waste containers will be supplied to service recipients within the service areas when notification or request (as the case may be) is received from the:
- Building Control Office that a Code of Compliance Certificate (CCC) has been issued for a new dwelling ; *OR*,
 - Revenue Manager that the appropriate solid waste rates will be/ have been invoiced; *OR*
 - Customer Request Management (CRM) system, and confirmed by an authorised officer, that the requested approved waste containers are required.
- 5.3 Properties not located on the collection route may apply for approval to receive the service. If granted, collection will be subject to the approved waste container/s being in a designated place on the collection route. Approval for service collection will be at the discretion of the Services Assets Manager.
- 5.4 Marae, Churches, registered sports clubs and other community organisations, can apply to 'opt' into the Solid Waste Kerbside Collection Service, thereby will attract the set rate for the service.
- 5.5 Schools, ECEs, and Kura can apply for recycling waste containers, including commingled and glass waste containers, at no cost, within the service area. Approval for collection (for clause 5.4 and 5.5) will be at the discretion of the Services Assets Manager.
- 5.6 Council's kerbside collection service occurs:
- Weekly, every Monday, for general refuse collection; and
 - Fortnightly, every Monday, for recycling collection, alternating weekly between glass crate and recycling waste bin collection.
- 5.7 In order for approved containers to be collected, service recipients must ensure that the approved containers are:
- Placed at kerbside by 7.30am Monday morning;
 - Not obstructed;
 - Closed, and not overflowing;
 - Not compacted; and
 - Not contaminated and
 - Not exceeding maximum weight.(Appendix 2)
- 5.8 The Council aims to reduce contamination in all waste streams in line with our Waste Management and Minimisation Plan (WMMP) vision of "*Empowering Our Community to Eliminate Waste*".
- 5.9 Acceptable and unacceptable materials are detailed in (Appendix 2).

6. Approved Waste Container Repairs, Replacement and Missed Collections

- 6.1 The Council will ensure that, when notified of damage to an approved waste container, repair or replacement is carried out within 10 working days.
- 6.2 If, a repair or replacement is required due to general wear and tear, or council contractors damaging the approved waste containers, then these waste containers will be repaired or renewed at no cost to the service recipient. If the approved waste containers are damaged by the service recipient, the cost of replacement containers or repair will be sought from the service recipient.
- 6.3 For missed collections on a Monday, Council needs to be notified by 3.00pm on Tuesday for re-collection within that week.

7. Recycling Waste Container Audits

- 7.1 Recycling bin audits will be carried out by the Council and its authorised agents, prior to collection, to check for contamination and prohibited waste. The results are

aggregated and provide an indication of service recipients' waste recycling behaviour. These results are reported to Council monthly.

- 7.2 All recycling container contamination occurrences will be recorded and tagged accordingly:
 1. A Green tag means the recycling has been done correctly.
 2. An Amber tag means the recycling contains minimal non-recyclable material; and
 3. A Red tag means the recycling contains general refuse or other contaminated material.
- 7.3 All amber tags will be recorded, and education letters sent to the affected service recipient.
- 7.4 Each red-tagged approved recycling container is recorded as a contamination occurrence.
- 7.5 Red-tagged approved waste containers, and any other approved waste container that the authorised agent or approved council officer deems as containing incorrect materials, will not be collected.

8. Notification of contamination occurrences to Service Recipients

- 8.1 Following each contamination occurrence, approved council officers or authorised agents, will issue a letter and visit the property to further educate and ensure compliance. The Council will issue a letter to service recipients following each contamination occurrence for up to three (3) occurrences.
- 8.2 At the *first occurrence*, the Council will send a letter to the service recipient outlining the correct materials to go into the bins, including the appropriate contact at council for more information.
- 8.3 At the *second occurrence*, (within 2 years) the Council will send a letter to the service recipient outlining the contamination incident, the contamination history recorded at the property, the date of previous incident, and advise of service collection suspension, should a third contamination incident occur.
- 8.4 At the *third occurrence*, (within 2 years) Council will send a letter to the service recipient outlining the contamination incident, the records of contamination history of the property, and the dates the previous incidents occurred. The letter will also advise the service recipient to contact Council within five (5) working days. At this stage, the recycling service will be suspended for a period of up to 3 months.

9. Suspension and Reinstatement of Service

- 9.1 After the suspension period, the Council *may* reinstate the service, following appropriate communication with the service recipient and upon being satisfied that there will be no further occurrence of contamination by the service recipient.
- 9.2 In the instances where the recycling service of a rental property has been suspended and there is a tenancy change, the suspension may be lifted upon satisfactory confirmation of the tenancy change.
- 9.3 In instances where a suspended tenant changes address, the suspension period will carry over to the new property until fully discharged.

10. Dispute Resolution

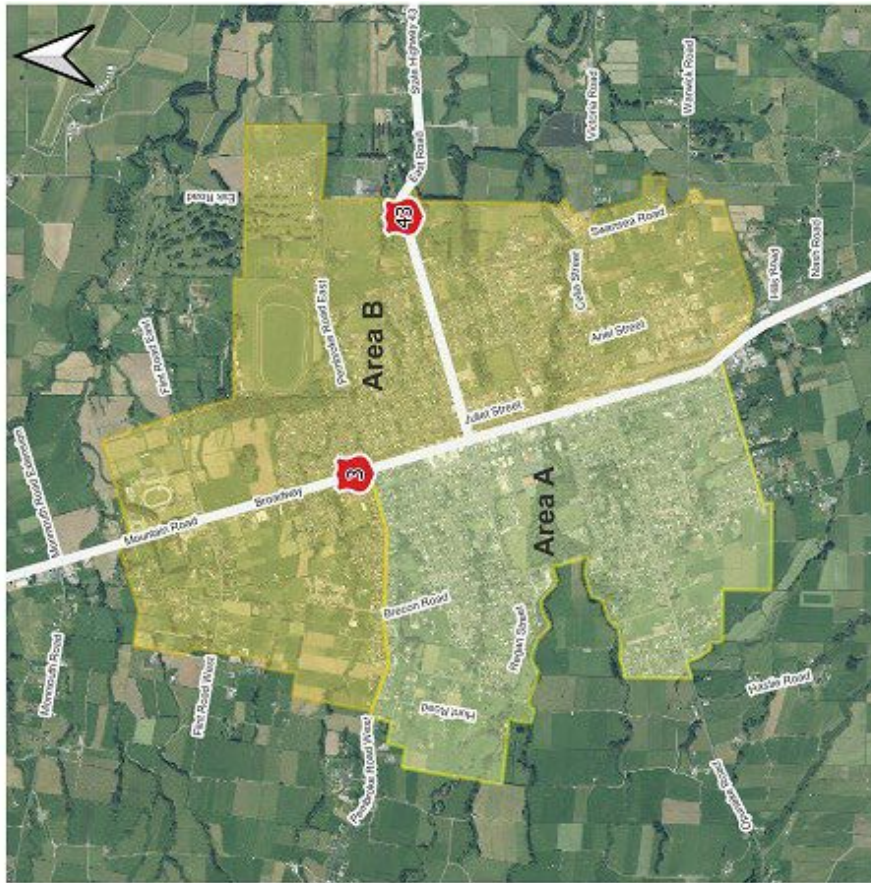
- 10.1 In the event of a dispute over any aspect of The Policy, immediate action will be taken by the Services Asset Manager through effective and constructive consultation between the parties concerned and in accordance with any Council complaints or dispute resolution policies. If a resolution cannot be reached, the Director of Assets will make a recommendation to the Chief Executive, who will have final say on the matter.

11. Exceptions

- 11.1 There are no exceptions to The Policy.

Appendix 1 - Solid Waste Service Collection Areas

Solid Waste Kerbside Collection Service Area - Stratford and Midhirst



Stratford



Midhirst



Appendix 2 - Acceptable and Unacceptable Materials

1.1 **General Waste Container - (Red Lid Bin- Maximum Weight = 35kg)**

A. Acceptable materials are:

- General household waste
- Plastic types 3,4,6 and 7
- Paper Board cartons like, Yogurt, juice and long-life milk containers, stock containers
- Non compostable garden waste like, cabbage tree (Ti Kōuka) and flax (Harakeke) leaves
- Bagged nappies and animal waste
- All soft plastic including chippie and muesli bar bags and wrappers
- Soiled pizza boxes and paper
- All bottle tops and lids
- Old shoes, clothing and broken toys
- Wrapped broken glass or crockery/china
- Bagged cold ash

B. Unacceptable materials include:

- Construction waste
- Explosives and ammunition
- Flammable material- including batteries and vapes
- Automotive products and parts, paints and solvents, Household cleaners
- Liquid and Dry chemicals
- Electronic and electrical items

[A-Z of alternative places to take household waste](#)

1.2 **Recycling Container – (Yellow Lid- Maximum Weight = 35Kg)**

A. Acceptable materials are:

- Paper and flattened cardboard
- Clean plastics with the number 1,2 and 5 including soft drink and milk bottles- lids removed and put into general waste bin. (rinsed and clean)
- Plastic meat trays with number 1,2 and 5 (rinsed and clean)
- Tin cans (rinsed clean)
- Aluminium cans (rinsed clean)

B. Unacceptable materials include:

- Takeaway coffee cups
- Long life milk or juice cartons
- Gladwrap and plastic bags
- Polystyrene
- Glass
- Gas canisters
- Food and garden waste
- Nappies
- Batteries
- Clothing, shoes or textiles
- Hazardous chemicals or medical waste
- Any type of aerosol canisters

1.3 **Glass Recycling – (Blue Crate Maximum Weight = 12kg)**

A. Acceptable

- Clean unbroken glass bottles and jars (lids removed and into general waste bin)

B. Unacceptable materials include:

- Broken glass
- Drinking glasses
- Pyrex and cookware
- Window/windshield glass
- Light bulbs
- Spectacles

MEMORANDUM



F22/55/04 – D24/44555

To: Elected Members
 From: Sustainability Advisor
 Date: 24 September 2024
 Subject: Solid Waste Kerbside Collection Policy Review

1 Addressing specific questions of Clause 5.5

1.1 Why do we currently supply Schools, Kura and ECE with recycling bins?

1.1.1 This is a historic decision that was made by Councillors following the establishment of kerbside recycling in Stratford to educate and enable the Tamariki and Rangatahi at these education facilities about recycling and waste management, alongside other sustainability initiatives. This also assists council to meet community outcomes and in particular the *Sustainability Policy Principles and Objectives*:

<p>Guiding Principle 3:</p> <p>We enable our rangatahi (youth) to be sustainable leaders</p>	<p>Objectives:</p> <ul style="list-style-type: none"> ○ Demonstrate leadership in sustainability and role model sustainable behaviour. ○ When making decisions, take account of the impact on future generations. ○ Involve young people in sustainability projects.
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1.1.2 Many of the young people that attend these schools live outside of the Kerbside Collection Service Areas, ergo **they may not be observing good recycling behaviours in their own homes.**

1.1.3 Clauses 5.5 - Increases our ability to expand our Solid Waste recycle Level of Service (LOS), which is a **new recycling LOS** agreed by elected members for Solid Waste in LTP 2024-2034 being **Percentage (by weight) of council-controlled waste stream that is diverted from council-controlled waste streams > 20%.**

1.1.4 Helps us to meet Waste Management and Minimisation Plan (WMMP) targets and actions. Of the **54 actions** in the WMMP- **49 of them include increased recycling** activity in the community and region.

1.1.5 Our percentage **income** received from recycling at the MRF has increased, the majority of **School recycling is high value product** - e.g. Cardboard. No School recycling in the last 3 years has ever had contamination incidents during audits.

1.2 How many Schools, Kura or ECEs currently use free recycling bins?

1.2.1 There are 15 registered Schools, ECEs and Kura in the Solid Waste Kerbside Collection Area. While no records have been kept on distribution of bins to Schools, officers have contacted all facilities in the area and there are at least 47 mixed recycling bins currently at Schools ECEs or Kura in the Kerbside Collection Service Area.

1.2.2 Officers think that if The Policy clause 5.5 is agreed to, that more ECEs and Kura within the Kerbside Service Collection Area will take up the offer. Potentially a cap could be introduced to the free bin clause or a pro rata system?

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	Stratford Schools	Mixed Recycling Bin Numbers	Annual Cost
1	Avon School	2	\$104.50
2	Midhirst School	6	\$313.50
3	St Joseph's School	8	\$418.00
4	Stratford High School, Teen Parent Unit	6	\$313.50
5	Stratford Primary School	12	\$627.00
6	Taranaki Diocesan School for Girls	9	\$470.25
Stratford ECEs and Kura			
7	Avon Kindy	0	
8	The Nest	? No reply	
9	Stratford Playcentre	? No reply	
10	Stratford Central Kindy	1	\$52.25
11	Little Steps	No Private Company (rates)	
12	Wonder Kids	1	\$52.25
13	GR8 Kids	0	
14	Te Kōhanga Reo o Whakaahurangi	? No reply	
15	Stratford Community Childcare Centre	2	\$104.50
16	Koru Kindy	0	
	TOTAL	47	\$2,455.75

1.3 Costs of supplying recycling bins free of charge to Schools, ECE and Kura?

- 1.3.1 Under the new contract, each SUIP will pay \$52.25 per annum for a single mixed recycling bin. Under this model, with the bigger Schools having up to 12 mixed recycling bins each, it could cost them as much as \$627.70 per annum, just to have recycling collected. (This cost is for supply of the bin and up to 26 pickups at kerbside only - this doesn't include overheads)
- 1.3.2 Currently, with 47 Mixed recycling Bins at Schools, Early Childhood Centres and Kura, in the Kerbside Collection Area, the total dollar value would be \$2,455.75 per year. However, council does receive a percentage income back from recycling. This income back to council has been increasing year on year. Schools generally generate high value recycling product like cardboard for the District.
- 1.3.3 Council currently has 2,780 Solid Waste rateable SUIP in the Kerbside Collection Area, dividing the current cost to provide recycling to Schools ECEs and Kura between them, under the new solid waste contract equates to 88 cents each of their annual rate.
- 1.3.4 Currently the Schools, ECEs and Kura that officers were able to connect with, that do not have council mixed recycling bins, do have contracts with private providers like SMS and Egmont Refuse for *all* their waste.

1.4 What is the current amount of waste diverted from landfill (kilos) by schools?

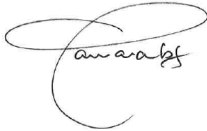
- 1.4.1 Assuming up to 47 mixed recycling bins are presented every fortnight and using the average weight (5.5kilos) of all mixed recycling from Stratford kerbside collection, officers calculate; 47 (estimated bin numbers) x 5.5 (average weight of mixed recycling bins) x .67 (annual presentation rate) = 173.1 kilograms of mixed recycling are collected each fortnight from the Schools, ECEs and Kura. 173.1 kgs x 26 fortnights = 4503.07 kilos. Therefore we estimate **4.5 tons are diverted from landfill annually**, by supplying these recycling bins to Schools.

1.5 Would Schools continue to recycle if the bins were removed, and a requirement to pay was issued?

- 1.5.1 Officers believe that the majority Schools that currently receive mixed recycling bins from Council are unlikely to continue to recycle at the price required by the new kerbside contract, unless they only use one or two bins, or the young people apply pressure to teachers, or there were alternative kerbside recycling option in Stratford.

- 3.5.2 All Schools, ECEs and Kura must, and do have, alternative methods of disposing their landfill waste, via private waste collectors. It's a health requirement for all education establishments..
- 3.5.3 There are currently no alternative recycling collection options, other than each individual School, ECE or Kura, purchasing bins, collecting and transporting their own recycling to the Transfer Station - where there is also no cost to dispose of recycling. However, this must also be sorted into the correct containers at the Transfer Station.
2. Prices for Bin Latches, to prevent wind-blown waste around town
- 2.1.1 The new Regional Solid Waste Contract **will include bin latches on all new bins supplied** but only as the Stratford bins are slowly replaced. STDC and NPDC have opted for the contractor to own the bins. SDC has opted to own our own bins, thereby recycling the current bins at the start of the contract is cost prohibitive.
- 2.1.2 The pricing rates quoted by the only manufacturer/distribution (Multifit Lid Latch version)
- 500 latches is currently \$6.25 per latch + GST and freight
 - 1000 latches this would be \$6.10 + GST and freight
 - 2000 would be \$5.85 + GST and freight
 - 5000 units where it drops to \$5.05 + GST and freight
- 2.1.3 It may be cost prohibitive to purchase bulk bin latches (at this stage, for example: to provide two latches one for landfill and one for recycling bins) for each SUIP (2,780 x 2 = 5,560) @ \$5.05 +GST each with would cost \$28,000.00+GST.
- 2.1.4 Some properties already have latches that they have purchased privately, so it will be hard to know who does or doesn't have them. It would be prudent, if going with the bulk purchase option, to err on the side of caution and purchase 5,000 rather than 5,560, which equals \$25,250+GST
- 2.1.5 Or, an alternative option to supplying the all latches we need right now, whilst we await the delayed replacement of all the bins that include latches, is to purchase 1000 or 2000 at a time and leave at Council contact centers to pick up – on a 'max two at a time' basis and ensure that officers record the bin latches against property number.
- Purchasing 1000 at a time = \$6,100.00+GST
 - Purchasing 2000 at a time = \$11,700.00+GST

Vicky Dombroski
Sustainability Advisor



[Approved by]
Victoria Araba
Director Assets



[Approved by]
Sven Hanne
Chief Executive

Date 17 September 2024

DECISION REPORT



F16/1234 – D24/39422

To: Policy and Services Committee
From: Property Officer
Date: 24 September 2024
Subject: Stratford Aerodrome Strategic Development Plan 2024

Recommendations

1. THAT the report be received.
2. THAT the Committee receives the **Stratford Aerodrome Strategic Development Plan 2024** prepared by **Eagle Aviation Consulting**, dated **July 2024**.
3. THAT Committee authorise the actions therein to be incorporated into the Aerodrome Management Plan.

Recommended Reason

The **Stratford Aerodrome Strategic Development Plan** provides guidance and sets actions and recommendations for Officers to incorporate into the Aerodrome Management Plan for implementation. The aerodrome management plan will be presented to council for adoption in due course.

/
Moved/Seconded

1. Purpose of Report
 - 1.1 To seek the Committee's approval to adopt the **Stratford Aerodrome Strategic Development Plan (SDP) 2024**.
 - 1.2 To seek authorisation for Officers to incorporate the actions and recommendations into the Aerodrome Management Plan for implementation.
2. Executive Summary
 - 2.1 Council developed its first SDP in 2011. In 2023, Council commissioned a review of the SDP 2011, which highlighted actions and recommendations for future development and continued operation of the Stratford Aerodrome.
 - 2.2 The **draft** SDP 2024 has been workshopped with Elected Members and their feedback was incorporated into the final plan, attached to this report.
 - 2.3 The **final** SDP 2024 outlines the potential future of Stratford's Aerodrome and provides guidance and recommendations for officers to act upon. It highlights existing safety issues that are hindering the aerodrome's growth and proposes strategies to enhance its commercial viability and boost revenue.
 - 2.4 Some of the key actions and recommendations in the report include requirement for improved signage and lighting in addition to general improvements to the Aerodrome land for safer operations.
 - 2.5 If adopted, Officers will incorporate the actions and recommendations specified in SDP 2024 into the Aerodrome Management Plan.
 - 2.6 The Aerodrome Management Plan will be presented to Elected Members for adoption in due course.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the Council's purpose is to “enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future”			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:			Yes
Social	Economic	Environmental	Cultural
X	X	X	

4. Background

- 4.1 Council established its first SDP in 2011. Council has since used this document to guide development of the aerodrome.
- 4.2 In 2023, Council commissioned a review of the SDP 2011. The review focused on:
 - An overview of the current aerodrome infrastructure and facilities and any issues arising from the current layout.
 - Identification and a high-level assessment, including a SWOT analysis of the potential aerodrome development and business opportunities.
 - Development, and business opportunities, that could be accommodated within the current aerodrome footprint.
- 4.3 A draft SDP 2024 was developed in December 2023. The draft noted the inefficient use and building arrangement of the current aerodrome development land was likely to hinder any further development of the land. It also raised safety and compliance issues with the proposed location of future hangars.
- 4.4 The draft report also sought to clarify Council's position and appetite for the aerodrome to extend into the adjoining farmland.
- 4.5 Council Officers brought this key clarification point to a workshop with Elected Members in April 2024. Elected Members directed that the study area for the draft SDP 2024 be retained/constrained within the current footprint of the Aerodrome. Elected Members did state minimal expansion into the farm could be acceptable.
- 4.6 This constraint means that there can be no further development within the current aerodrome footprint due to a number of factors, particularly due to the:
 - Inefficient use of land layout of the current aerodrome buildings.
 - Potential safety and operation issues that are likely to arise with further development of current site.
- 4.7 A final draft of the SDP 2024, was later present to Elected member at workshop in July 2024. Elected Members requested to outline actions to be taken and those that are being discarded in this decision report.

5. The Review

- 5.1 The scope of the SDP 2024 review (**Appendix 1**) includes:
 - An overview of the current aerodrome infrastructure and facilities and issues arising therefrom.
 - Identification and a high-level assessment, including a SWOT analysis of the potential aerodrome development and business opportunities.
 - With each potential activity, development and business opportunity, identified if the current aerodrome footprint can accommodate a 10-year growth.
 - Alignment of the Aerodrome Strategic Development Plan with current regulations.

- 5.2 The final SDP 2024 outlines the potential future of Stratford’s Aerodrome and provides guidance and recommendations for officers to act upon. It highlights existing safety issues that are hindering the aerodrome’s growth and proposes strategies to enhance its commercial viability and boost revenue.
- 5.3 The SDP 2024 has identified safety and compliance issues if the Aerodrome were to continue operating in its current way, including:
 - Grazing of stock in the buffer zone of the runway.
 - Future hangars will be encroaching safety zones and impede sight visibility for incoming and outgoing aircraft if constructed in the location proposed in 2011.
- 5.4 Key actions and recommendations in the report are summarised in **Appendix 2** and include requirement for improved signage and lighting in addition to general improvements to the Aerodrome land for safer operations.
- 5.5 If adopted, Officers will incorporate the actions and recommendations specified in SDP 2024 into the Aerodrome Management Plan.

6. Consultative Process

6.1 **Public Consultation - Section 82**

No consultation is required at this stage. Consultation with users and other affected parties will be required as part of the Aerodrome Management Plan development

6.2 **Māori Consultation - Section 81**

No consultation is required.

7. Risk Analysis

6.1 This report relates to the following risks in the Council’s Risk Register:

Risk 59 – Reputational and Conduct. If Council’s non-core activities (farm, aerodrome) operate in a way that has the potential for non-compliance with the law or potential for financial loss then there may be legal, financial, environmental and health and safety implications.

Risk 83 – Health, Safety and Wellbeing. Aerodrome unsafe conditions. If Council fails to carry out its legislative responsibilities to ensure aircraft movements are restricted or prohibited in unsafe conditions/areas of the aerodrome, then lives could be at risk and property damaged.

8. Sustainability Consideration

8.1 No Sustainability consideration required.

9. Decision Making Process – Section 79

9.1 **Direction**

	Explain
Is there a strong link to Council’s strategic direction, Long Term Plan/District Plan?	This report forms part of council establishing the strategic direction of two of its assets.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	The recommendations do not impact adversely on current or future infrastructure requirements or Council’s regulatory functions.

9.2 **Data**

The recommendations are based on all available data and no assumptions have been built in.

9.3 **Significance**

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long Term Plan?	No	
Is it:	No	
• considered a strategic asset; or	No	
• above the financial thresholds in the Significance Policy; or	No	
• impacting on a CCO stakeholding; or	No	
• a change in level of service; or	No	
• creating a high level of controversy; or	No	
• possible that it could have a high impact on the community?	No	
In terms of the Council's Significance Policy, is this proposal of high, medium, or low significance?		
High	Medium	Low
		✓

9.4 **Options**

Option 1: Adopt the SDP 2024 to guide the Aerodrome Management Plan.
 Recommendations from the SDP 2024 will be combined with feedback from consultation with key stakeholders and the community to draft the Aerodrome Management Plan. The Aerodrome Management Plan will incorporate current best practises to operate an Aerodrome.

Option 1 is the preferred options.

Option 2: Do not adopt the SDP 2024.
 Officers will draft the Aerodrome Management Plan based around the existing SDP 2011, along with feedback from consultation with key stakeholders and the community, using outdated best practise data.

9.5 **Financial**

There will be no direct financial impact in adopting the SDP 2024, however the implementation of any action through a revised Aerodrome Management Plan is likely to have financial implication..

9.6 **Prioritisation & Trade-off**

There is no prioritisation or trade-off in relation to this report.

There is no value in deferring the report.

9.7 **Legal Issues**

There are no legal issues inherent herein.

9.8 **Policy Issues - Section 80**

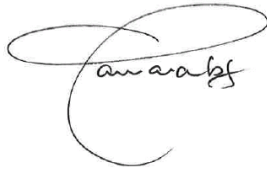
There are no policy issues inherent in this proposal.



Sara Flight
 Property Officer



Steve Taylor
 Project Manager

A handwritten signature in black ink, appearing to read 'Victoria Araba', with a large, stylized flourish at the end.

[Endorsed by]
Victoria Araba
Director - Assets

A handwritten signature in blue ink, appearing to read 'Sven Hanne', with a long, horizontal flourish extending to the right.

[Approved by]
Sven Hanne
Chief Executive

Date 17 September 2024

Appendix 1: Final Stratford Aerodrome Strategic Development Plan Review 2024

STRATFORD AERODROME STRATEGIC DEVELOPMENT PLAN REVIEW

DRAFT 15TH DECEMBER 2023

FINAL 21ST JUNE 2024

RFx ID :28361427

Reference # :PY2211

EAGLE
AVIATION CONSULTING

IMPORTANT NOTICE - DISCLAIMER

- This review is based on information in the public domain and provided by Stratford district Council (SDC) to Eagle Aviation Consulting (EAC) to enable a review of pre-existing information:
 - actual results or performance may differ materially from these statements;
 - includes statements relating to past performance, which should not be regarded as a reliable indicator of future performance; and
 - may contain information from third parties believed to be reliable; however, no representations or warranties are made as to the accuracy or completeness of such information.
- SDC may elect to obtain additional detailed consent and design work for a future project, or projects, at its own discretion and should seek detailed and expert advice to proceed.
- Information in this presentation:
 - is provided for general information purposes only,
 - remains the prerogative of SDC to determine if any decisions that may be required to made on any options.
 - may include forward-looking statements about Stratford Aerodrome and the environment in which it operates which are subject to uncertainties and contingencies outside of SDC and EAC control.
- All information in this presentation is current at the date of this presentation unless otherwise stated.
- Since the original draft of 15 December 2023 was submitted SDC have provided new information and requests via email. EAC has reviewed that information and incorporated amendments where appropriate.
- There may be additional further information that EAC was unaware of at the time of producing this final report.
- The EAC Presentation may not be relied upon by SDC, and any use of, or reliance on that material is entirely at their own risk.
- EAC shall have no liability for any loss or damage arising out of any such use.

INTRODUCTION

STRATFORD DISTRICT COUNCIL (SDC) REVIEW OBJECTIVES

- In 2011, SDC engaged an aviation consultant to prepare a Strategic Development Plan for the aerodrome.
- In late 2023, SDC sought to understand ongoing demand for hangar sites and options to grow the aerodrome,
- SDC has approved a review of the aerodrome plan from 2011, with the intention to re-evaluate current infrastructure, business issues, future development, and potential utilisation.
 - Consideration of the alignment of the Strategic Development Plan with current regulations.
 - An updated strategic report with its recommendations will be used by staff in future planning of the aerodrome.
- A review will need to consider estimates for future projects that can be included in the draft 2024/34 Long Term Plan as well as definitive timetabling of such works (as may be applicable).
- Accordingly, SDC engaged an experienced, capable, and expert aviation consultant firm to independently review the previous 2011 plan and identify options for current operations and future growth areas.

INTRODUCTION

APPROACH

- The review of the existing Aerodrome Strategic Development Plan considered the following:



1. An overview of the current aerodrome infrastructure and facilities and issues arising therefrom.



2. Identification and a high-level assessment, including a SWOT analysis of the potential aerodrome development and business opportunities.



3. With each potential activity, development and business opportunity, identified if the current aerodrome footprint can accommodate a 10-year growth.



4. Alignment of the Aerodrome Strategic Development Plan with current regulations.

- EAC research and expertise is evidence-based, pragmatic and realistic for this assignment:



- Understand SDC needs and return on investment required from the aerodrome **land**.



- Understand current stakeholder aspirations and plans for growth – **external and internal**.



- Define constraints and risks.



- Provide a vision for future operations and revenue potential over a 10-year horizon, and beyond.



EXECUTIVE SUMMARY 1/3

- Confusion over status: Aerodrome with a farm or farm with an aerodrome. SDC will not answer this question ¹.
- All land acquired and designated as an aerodrome is split between aeronautical use (17Ha) with the balance currently utilised as a farm.
- Stratford has many farms but only one aerodrome: finding a solution to make the aerodrome self-sufficient should be a priority if Stratford wants to keep the aerodrome for the purposes for which the land was originally acquired or purchased and for the purposes and objectives outlined in the 2024-34 Property Asset Management plan.
- Aerodrome provides some economic diversity for Stratford with the potential for more.
 - Farm appears to be carrying debt, however EAC are not privy to the terms or conditions that created this liability for the aerodrome land.
 - The aerodrome is not currently self-sustaining and the combined farm and aerodrome forecasts predict an ongoing combined operating deficit.
- A review of farm and aerodrome finances should be undertaken to ensure all costs and revenue are being correctly and fairly allocated to each activity.
- Introduce more commercial activity into the aerodrome, including cost recovery for topdressing. Current constraints (land area, leases, topdressing activity, concrete pad for refilling top-dresser, milking shed proximity, roadway) have the potential to inhibit the full revenue potential of the aerodrome land being achieved.
- Stratford has the potential to be a service centre for the districts nearby. This may have strategic revenue potential and aerodrome support air operations by introducing more commercial activity into the aerodrome.
 - Operations of the farm and the aerodrome are currently limiting each other.
 - Review of land use. Further investigation of land needed for optimal aerodrome layout and how the farm model supports the Stratford aerodrome.
 - Investigate alternative land use options and test against the farm and aerodrome use model. This option requires further work.

¹ On 2nd May 2024, EAC were advised by email that SDC would not answer this question. See Appendix.

EXECUTIVE SUMMARY 2/3

- Technically under the Airport Authorities Act, the aerodrome must operate commercially.
- Neither the aerodrome or farm appear to be charged at cost of capital Is it “at” or “a” or is it something like income does not appear to reflect inclusion of a cost of capital??
- Aerodrome management – potential to investigate models to outsource, council becomes landowner only and collects rent.
- Possible land use alternatives:
 1. Convert all land to farm: – could be issues with original acquisition purposes and land use designation.
 2. Re-align farm and aerodrome use land: – solve issues where farm and aerodrome use are in close proximity.
 3. Right size aerodrome and lease excess aerodrome land, just collect rates and rent: - remove complexity of running a farm business from the council
 4. Partial sell-down and/or residential sub-division into an aero park: - cash flow to pay down debt, new rates revenue, revitalise the aerodrome.
 5. Allow increased aerodrome development: - introducing new operators such as the helicopter proposal would bring in additional revenue.
 6. Evaluate aerodrome zoning to permit other commercial and industrial uses.
- **New revenue potential** either on a fully costed basis or incremental over time to minimise “shock” if not already.
 - Charge landing and parking fees for visiting aircraft and training organisations, Charge a fee for ‘touch and go” operations, particularly Topdressing
 - Introduce separate commercial and non-profit club ground lease rental and operations pricing mechanisms.
 - Agricultural aircraft operations could generate more revenue with improved fertiliser bins, loading area, and runway conditions.
 - Establishment of a CCO or operating concession.
 - Strategic Review is to update the 2011 review and provide options.for Council

EXECUTIVE SUMMARY 3/3

- EAC uncovered differences in opinion ranging from the 2011 Airbiz report findings to accounting treatments and strategic value of aerodrome, however no matter what option is preferred, re-structuring of the aerodrome and farm financially and physically is required.
 - Both the aerodrome and farm should be independently viable no matter the structure.
 - Review commercial opportunities for the aerodrome; vital for sale or to retain.
 - Review of the farm sharemilking deal; essential to determine if this is the best use of capital/land and compare to other options.
 - Review if there is an improved land use layout; for example, current milking shed on the 75m safety boundary and cattle moving close to runway is not ideal.
- The best option identified for SDC appears to be a Council Controlled Organisation (CCO) with the least favourable option as offloading the aerodrome while continuing to operate the balance of the land as a farm “as is“.
- Other options tested could also be viewed as intermediate steps with decision points prior to a CCO evaluation or exit conclusion.
- In May 2024, Council advised it will not answer the question whether “Is this land: • A Farm with an Aerodrome; OR An Aerodrome with a Farm?”
- As at June 2024, EAC are unaware of the circumstances leading to liabilities incurred for the farm/aerodrome balance sheet.
- Subsequent to 15th December Draft report, EAC were advised, “*Council does not want to increase the current footprint of the Aerodrome, however, can do if it is demonstrated that there are financial benefits to slightly increasing the footprint.*”. Email 2nd May 2024.
- Further work is required to define the available benefits and to assess the real market opportunities and to demonstrate the feasibility of achievable financial benefits for aerodrome operations in lieu of present speculative conclusions. EAC would be pleased to assist SDC in that effort to identify specific options and benefits for Council.

BACKGROUND

STRATFORD AERODROME IS ONE ELEMENT OF A NETWORK OF AIRPORTS IN THE REGION

- Stratford District Council is the owner of Stratford Aerodrome, a non-certificated general aviation aerodrome located at Flint Rd E, 4.9km (7 minutes) driving distance from the Stratford District Council (SDC) office in Stratford township.
- The Stratford Aerodrome is one of four complementary airports in the region. The other three aerodromes comprise
 - **New Plymouth Airport** a certificated airport serving multiple national ports. New Plymouth Airport is owned and operated by the New Plymouth District Council
 - **Hawera Airport**, a non-certificated general aviation aerodrome located between Hawera and Normanby townships, owned by the Hawera Aero Club; and,
 - **Norfolk Aerodrome**, a privately owned non-certificated general aviation aerodrome near Inglewood township, a base for the North Taranaki Aero Club.
- Stratford is located roughly halfway between New Plymouth and Hawera. Stratford Aerodrome is situated approximately 43km (33minutes) driving distance from New Plymouth Airport, 30km from Hawera Airport, and 20km from Norfolk Aerodrome.
- Stratford Aerodrome comprises an area of approximately 17.7 Ha and includes two grass surfaced runways. The aerodrome sits within a larger land area of 130 Ha designated for aerodrome purposes with approximately 113Ha currently utilized for SDC controlled farming activities.

BACKGROUND

.../2 STRATFORD AERODROME IS ONE ELEMENT OF A NETWORK OF AIRPORTS IN THE REGION

- Revenues for aerodrome use are largely derived from ground leases levied on the tenants of a number of hangars on the aerodrome.
- Approximately 55% of movements are performed by recreational microlight aircraft and 24% by fixed wing aircraft.
- Ownership of the hangars is held by the tenants subject to the lease terms with hangar ownership and maintenance responsibilities for the hangars transferring to SDC upon lease termination.
- Council staff mow the runways on a regular basis and the contractor reports any issues arising to Council's Property Officer who also undertakes quarterly Aerodrome User Group meetings to maintain operational oversight and address property related matters.
- Council also retains a comprehensive Risk Register.

BACKGROUND

AERODROME PLANNING

AERODROME

1.1 What We Do

Council owns the aerodrome to make provision for local air transport, recreation and light commercial. The aerodrome is situated at Flint Road and has two grassed runways.

1.2 Why We Do It

This activity contributes to the community outcomes of:

- Outstanding Leadership
- Affordable, Quality Services and Infrastructure
- Strong Community
- Smart, Vibrant and Prosperous District
- Stratford District as a unique destination
- Financial Strength
- Growth

1.3 Significant Negative Effects

This activity does not create any negative effects apart from noise around the aerodrome. The aerodrome is located in the rural area and Council owns the farm surrounding the aerodrome which serves as a buffer zone.

- Throughout New Zealand many council owned aerodromes are generally identified per RMA guidance as “network utilities” and included within Regional plans and policies as critical infrastructure.
- EAC were unable to locate any references in the Taranaki regional policy statements with respect to Stratford Aerodrome.
- The District Council’s Long Term Plan (2018-2028) classifies the aerodrome as a community service and states the following [on left].
- EAC note there is a 2024-2034 Long Term Plan under consideration at present. Have the underlying objectives and contributions changed?
- Local Authorities with designations over their aerodrome facilities typically include outline plans, schedules of permitted activities, land use controls, and linkages to other designations such as aerodrome related obstacle clearance overlays

BACKGROUND

SCHEDULE OF DESIGNATIONS

*Appendix 1: Designations
Stratford District Plan
February 2014*

REQUIRING AUTHORITY: STRATFORD DISTRICT COUNCIL continued

Planning Map Site Number	Underlying Zoning	Valuation No.	Location	Legal Description	Gazette Reference	Area (ha.)	Purpose Of Designation
D35	Rural		Victoria Road	Part Sections 4 and Section 5 of Block II, Ngaere SD		3.925	Refuse Tip
D36	Rural		Esk Road	Lot 1 of DP 2605 and Lot 1 of DP 3176, Block II, Ngaere SD		129.72	Aerodrome
D37	Rural		Victoria Road	Lot 1 DP12300		5.491	Proposed Refuse Tip
D38	Rural		Victoria Road	Lot 1 DP9529 Pt Lot 9 DP1942		2.0968	Proposed Oxidation Ponds
D39	Adjoining zoning		Existing legal roads and road reserve	Existing legal roads and road reserve			District Council Rooding
D40	Rural		Victoria Road	Section 7 and 8 of Blk II Ngaere SD		9.686	Oxidation Ponds
D41	Rural	12031/167.00	Cardiff	Lot 1 DP7023 Blk I Ngaere SD			Water Treatment Plant
D42	Rural	12001/231.01 12001/231.02	Midhirst	Lot 7 DP14836 Blk XIII Huiroa SD Lot 6 DP14836 Blk XIII Huiroa SD			Midhirst Water Supply Reservoir
D43	Rural	12021/138.01 12021/163.00	Toko	Lot 1 DP14980 Blk III Ngaere SD Lots 1 & 2 DP15670 Blk III Ngaere SD			Toko Water Supply

Table 1

- The schedule of designations under the SDC District Plan includes the aerodrome at map reference D36 (Table 1 left).
- The table’s map reference and purpose of designation applies the aerodrome purpose over 130Ha which comprises an area of land allocated (17Ha) to the aerodrome with the balance(103Ha) allocated to an SDC farming operation.
- Thus there is ample land designated for aerodrome purposes available for conversion from farming to aeronautical activities as new aerodrome users or aviation related and associated industrial or commercial activity enters the community.
- Overflight obstacle clearance controls are included in Appendix 7, Section 7.3 Stratford Aerodrome Protection Control.(pages 398 and 409). They are not specified in the designations schedule.



1. CURRENT SITUATION





CURRENT SITUATION – ACTIONS UNDERTAKEN

- ✓ ■ Reviewed the history of Stratford Aerodrome and mission
- ✓ ■ Researched SDC minutes
- ✓ ■ Analysed current status of the Aerodrome and related entities
- ✓ ■ Interviewed aerodrome users
- ✓ ■ Evaluated the 2011 Strategic Development
- ✓ ■ Assessed the status of the review recommendations
- ✓ ■ Analysed current airfield utilisation and aircraft movements
- ✓ ■ Developed a future look and strategic perspective, with options and actions



CURRENT SITUATION – HISTORY OF AERODROME

- The Local Authorities Empowering (Aviation Encouragement) Act 1929 empowered the then Stratford Borough Council to purchase land for aerodrome purposes and several parcels were purchased with loan funding authorised under the Local Bodies Loans Act 1926. One parcel was also taken for aerodrome purposes by a 1935 Proclamation under the Public Works Act. The 1929 Empowering Act authorised the setting of charges and rules.
- **The 1935 Legislation Act exempted SBC from the requirement to poll the community with respect to the purpose and rate setting.**
- The Aerodrome officially opened in 1937, first clubhouse 1939.
- **SDC purchased an additional 36.8ha of surrounding farmland in 1969 to facilitate runway extensions with a loan authorized by the Local Authorities Loans Board.**
- **The 130ha of land acquired for aerodrome purposes is designated for that purpose in the District Plan.**
 - Only 17.7Ha is allocated to the aerodrome operation with the balance of land allocated to the SDC controlled farming operation. Revenue generated by the farming operation is allocated to SDC purposes other than the aerodrome for which the underlying land was acquired. Aerodrome tenants pay rentals.
 - The aerodrome operations are marginal due to insufficient land allocation to sustain commercial development and viable operations. Insufficient runway maintenance that constrains operations in inclement weather and a priority to farming operations are also inhibitors to effective use of the aerodrome facility.
 - Aerodrome tenants lease hangar land however additional land area for tenant expansion is limited to within the current 17.7Ha aerodrome land allocation. The 2011 hangar layout recommendations, if adopted, have the potential to constrain aerodrome operations further.
 - The allocation to farming of land not required imminently for the aerodrome operations is a practical approach. **However, given the purposes for which the land was acquired or taken in addition to the underlying designation, the release of land to support commercial rather than non-profit development would improve the viability of the aerodrome and should be a standard policy.**
 - **At present the current aerodrome land allocation and farm revenue allocation constrains SDC from achieving the goals for the aerodrome outlined in the Long Term Plan 2018-2028, and update for 2024-2034.**
 - Any farm revenue could be argued as belonging to the aerodrome entity.
 - Any decisions or changes to the aerodrome operation and charging regime could be challenged by the aerodrome users.
 - **The likelihood of an increasing burden absent restructuring going forward is high.**

BACKGROUND

CURRENT SITUATION - THE AERODROME LAND ORIGINS – SEE ALSO APPENDIX

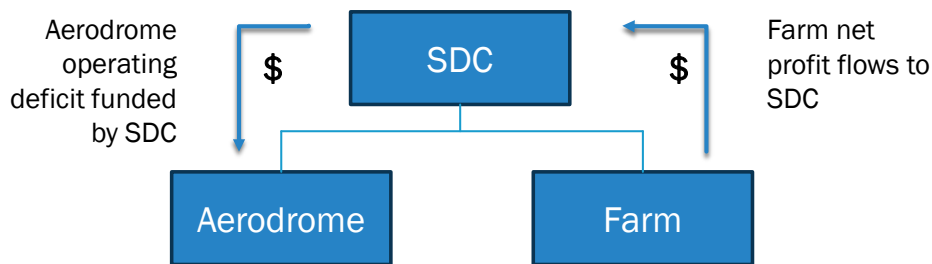
- To adequately assess the allocation of land to aerodrome activities relative to the total amount of land available for aerodrome operations (acquired for aerodrome purposes) EAC took advice from SDC staff, reviewed legislation, Council meeting reports and user feedback. This work informed and enabled EAC to objectively consider all options.
- EAC also sought to resolve misunderstandings arising from anecdotal and inaccurate historical newspaper reporting on the aerodrome history.
- Legislation reviewed included the;
 - The Local Bodies Loans Act 1926
 - The Local Authorities Empowering (Aviation Encouragement) Act 1929 (authorised SBC to acquire 201 acres, 2 roods, 7 perches to establish an aerodrome)
 - Local Legislation Act 1935 (Authorising SBC to raise a loan to repay monies borrowed from the General Account to fund in part the 201 acres acquired to establish an aerodrome). This legislation waived the requirements to consult with ratepayers on the proposal.
 - NZ Gazette 71/1935 (Taking of land under the PWA 1928 by Proclamation)
 - NZ Gazette 27/1969 (Aerodrome Extension Loan and rateable value setting)
- EAC revisited the land allocations following advice from SDC and made corrections that we are confident reflects the origins of the designated aerodrome area. The table reflects the results of that further investigation.
- EAC noted also that SDC’s 2024-34 Property Asset Management plans confirm Council’s intention to “maintain the aerodrome for use by the Stratford Community and other users”.
- Current constraints (land area, leases, topdressing activity, concrete pad for refilling topdressing aircraft, proximity to milking shed and roadway) have the potential to inhibit the full revenue potential of the aerodrome land being achieved.

Council Supplied Titles 13 Dec 2023 - validated with NZ Gazette references

Identifier	Legal Description	Purpose noted on title	Date	Area (Ha) noted on title	Actual area acquired in period	Reference Sources	Comments
TN116/65	Allotment 1 DP 2605	For establishing and maintaining an aerodrome	5-Feb-27	81.5619	201 acres, 2 roods, 7 perches	1. - NZ Gazette #46, 21 Jun 1934 Order in Council Consent to acquire land - Lot 1 DP2605, Part Section 104, Block II, Ngaire Survey District (201acre/2roods/7perches) and <u>Part Lot 1, DP3176, Sections 103 & 104, Block II, Ngaire Survey District (40 acres).</u> 2. - Local Legislation Act 1935: SBC loan authorised for Allotment 1, DP2506, part of Section 104, Block II, Ngaire Survey District.	The consent approval was for 241 acres, 2 roods, 7 perches for an aerodrome site. The loan approval was for 201 acres, 2 roods, 7 perches. The title issuance date is shown as 1927 however the approval did not appear in the NZ Gazette until 1934 which suggests an error on the title.
TN140/52	Part Lot 1 DP 3176	For the purposes of an aerodrome	14-Aug-36	11.2806	27 acres, 3 roods, 20 perches	1 - NZ Gazette #44, Jun 13 1935. Order in Council Aerodrome Loan Consent 2 - NZ Gazette #46, 20 June 1935 SDC Notice to take land under the PWA; 3 - NZ Gazette 27 June 1935 SDC Resolution setting rates for an aerodrome loan (NZP2000) 27 June 1935; 4 - NZ Gazette #71/17 Oct 1935. Governor General Proclamation;	This land was taken from Ms.E. O'Connor. The compensation value was disputed by Ms O'Connor.
TNB3/650	Part Lot 1 DP 3176	Not stated	22-Jan-69	36.877	91 acres, 20 perches	1. - NZ Gazette #27, 8 May 1969 authorised pursuant to the Local Authorities Act 1956, an SBC special meeting resolution setting of a special rate to cover the annual charges of "Aerodrome Extension Loan 1969". 2. - NZ Gazette #35 12 June 1969. Treasury consent to raising an "Aerodrome Extension Loan 1969" 3. - Media reports	In our draft document we referenced 36.86 Ha based on SDC advice that 119 acres was purchased from Ms.E.O'Connor. The 119 acres does not align with the 91.1 acres that constitute part of the designation area We could not find any Gazette references to the 119 acres but were able to align the 36.877Ha with the Aerodrome Extension Loan references in the Gazette. The title does not specify the purpose and is also dated 6 months before the loan approval.
Total				129.7195			This area and the titles align with that of the aerodrome designation

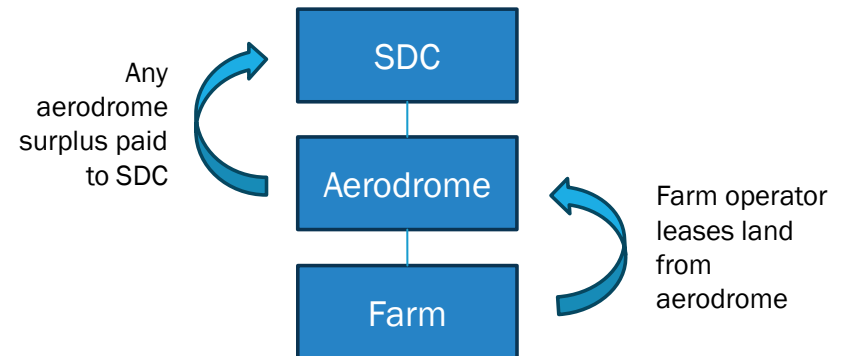
AERODROME ENTITY BUSINESS MODEL

Current – transparency of total revenue for land



- Assumes the farm is a separate entity to the aerodrome.
- Farm profit and aerodrome deficit directly impact the council general operating account.

Potential - opportunity to restructure land use



- Land designated in the land registry as aerodrome only, therefore farm use could be considered as a sub-entity (ancillary revenue) of the aerodrome and should lease the land from the aerodrome at market rate?



2011 STRATEGIC DEVELOPMENT REVIEW RECOMMENDATIONS.../1

- EAC reviewed recommendations contained within November 2011 Strategic Development Plan, noting:
 - **Recommendation 1:** Council undertake an engineering assessment of R09/27 to resolve the identified issues of poor drainage and uneven levels. EAC understands that this work has not been undertaken and that issues remain with runway closures arising when the runway is a hazard to aviation. With the bulk of operations being microlights at present the users can accommodate these issues but overall without attention the runway will continue to deteriorate and inhibit potential to attract commercial operators.
 - **Recommendation 2:** Council should undertake an urgent review of the refuelling. EAC understands these issues have been resolved with the Aero Club taking responsibility for Avgas supply and RD1 for Jet A1 to support agriculture operations.
 - **Recommendation 3:** Council progress the construction of an ablution block and information board. EAC understands that a well received ablution block has been constructed.
 - **Recommendation 4:** Council review and decide on the Site Development Phasing. The review proposed three zones for development consideration (A being the current hangar area, a Zone B and C. It is not clear to EAC what consideration has been given to developments beyond Zone A however we are aware that some 2 years have elapsed since a helicopter operator proposed development within Zone C. EAC address that elsewhere in this report.
 - EAC also notes that of the condensed layouts proposed in Zone A, All proposed layouts require taxiway delineation and the crossing of those taxiways to access all of the proposed options. Aerodrome controls are required to mitigate the risk of vehicle to aircraft conflicts. Provision also needs to be made for itinerant aircraft parking and on that basis Option 7 is the only option worthy of further consideration.
 - **Recommendation 5:** The review recommended the creation of holding bays for glider pre-flight preparation. EAC understands this has not been actioned due to the absence of sufficient land allocation at the runway thresholds. Users commented also that the agriculture operations cause damage to runway surface during inclement weather operations and this is detrimental to glider operations.
 - **Recommendation 6:** Temporary conversion of 0.8Ha in the north western runway intersection until the land is required for aerodrome developments. EAC believes that the conversion of more aerodrome land to farming is a self defeating approach to achieving effective use of the aerodrome and a path to self sustainability.



2011 STRATEGIC DEVELOPMENT REVIEW RECOMMENDATIONS.../2

- EAC reviewed recommendations contained within November 2011 Strategic Development Plan, noting:
 - **Recommendation 7:** Hangar development land parcels. As with Recommendation 4 EAC is of the view that Zone A has limited potential and Zones B and C require further consideration to be effectively utilized.
 - **Recommendation 8:** That Council undertake a detailed review of ground rental rates at the first available opportunity. EAC understands that there is currently a rate review underway however we believe that there has been at least one review since the 2011 report.
 - Recommendation 9: That the Council carefully consider all of the noted issues before introducing a landing charge. As noted in the review an honesty box system is operated at some airports as is a tiered set of charges for itinerant and resident users. EAC notes that each has its pros and cons, the challenge being ensuring all users in whatever form are captured. At present aerodrome movements records are based on the AIMM radio based system. This system can also be manipulated and we note the fixed wing aircraft statistics appear at least superficially understated. In our view an audit of agriculture operations against flight records should be undertaken.
 - **Recommendation 10:** That Council exclude Zones B & C from any future sale or long term lease of the Flint Rd farm. The review notes that the intent when the land was purchased was to use surplus aerodrome land for farm operations pending the need for conversion to operations. It's not clear whether any evaluation of underlying constraints that may be attached to the land was undertaken and indeed it appears that the aerodrome footprint has shrunk overtime and more land converted to farm use. As we note elsewhere in this report the present aerodrome land allocation is a constraint on efficient and effective development opportunities.
 - **Recommendation 11:** That Council continues its policy of ground rentals only other than where demand and commercial returns justify construction of a Council owned building or is the means of fulfilling other important Council criteria such as regional economic development. EAC notes that the success of this approach can be measured by the number of hangars (2) or other facilities that have been constructed in the intervening period from November 2011. The recommendation in essence promotes under utilisation of an important Council asset, and unsurprisingly, is being viewed by some as an unnecessary burden. A more appropriate recommendation would have been to restructure the asset to optimise its return to the community in accordance with the original intent. We address that elsewhere in this report.

STRATFORD AERODROME (NZSD) IS OPERATED ACCORDING TO CAA RULE PART 139 AS A NON-CERTIFICATED AERODROME

- NZSD is an unattended or uncontrolled aerodrome without air traffic control services.
- Users of Stratford Aerodrome are required to comply with CAA Rule Part 91 General Operating and Flight Rules and observe any published instructions for access and use of the aerodrome.
- Pilots are required to broadcast positions and intended actions by radio to alert other users of their intentions with respect to aircraft movement in the vicinity of, and on, the aerodrome.
- A primary runway, R09/27, 900 metres(length) x 45 metres (wide).
 - The runway surface is grass and is rated at an Estimated Single Wheel Load (ESWL) of 1020kg.
 - EAC understanding is that the predominant winds direction favours higher usage of runway R27.
 - Runway R09 has a gradient of -0.7%, and runway R27 has a gradient of +0.7%.
 - In accordance with CAA Rule Part 139 Appendix C Table B-1 this runway is classified as a Code Number/Code Letter 2B.
- A secondary runway, R16/34, 507 metres(length) x 52 metres (wide).
 - The runway surface is grass and is also rated at an Estimated Single Wheel Load (ESWL) of 1020kg.
 - Runway R16 has a gradient of -1.0% and runway R34 has a gradient of +1.0%.
 - In accordance with CAA Rule Part 139 Appendix C Table B-1 this runway is classified as a Code Number/Code Letter 1A.
- There are no navigational or approach aids available for any of the runways at Stratford. Previously installed lighting is no longer functional (damaged) and as a consequence the aerodrome runways should be classified as VFR day use only runways.
- The AIP document NZSD AD.2-51.1 notes a CAUTION that there are soft patches on runways during winter months. There is a comprehensive drainage plan for all four runways. The presence of soft patches after wet weather suggests that the drainage system may not be performing to design or has failed. EAC understand that there is a process in place for Notifications to Airmen (NOTAM) to be issued when runway conditions inhibit safe operation.
- Fuel service and toilet facilities are available for aerodrome users. The aerodrome is used by the Stratford Aero Club, Taranaki Gliding Club, private users and a commercial agriculture operator.

PHYSICAL CHARACTERISTICS OF THE AERODROME

- The runway thresholds are appropriately located to facilitate the longest runway distance possible within the allotted aerodrome perimeter and in consideration of the drains adjacent to the runway thresholds and strip.
- Approximately 75 metres northwest of the R09 threshold is a farm road that crosses at 90° to the runway alignment. The take-off climb and approach obstacle free gradient requirements specified in CAA Advisory Circular AC139-7, Revision 4, 18 December 2009 for this runway are for a Day VFR runway is 1:20.
- The CAA Advisory Circular AC139-7, Revision 4, 18 December 2009 guidance also states at Chapter 2.1.4 that if roadways are present a height of 4.5 metres should be allowed for the movement of road vehicles when aircraft are taking off and landing.
- To comply with that requirement the farm road needs to be 90 metres away from the runway threshold and is currently short by 20 metres. **Realigning the runway threshold by 20 metres (reducing the runway length) or relocating the road by a similar amount would achieve compliance at the R09 end of the runway.**
- Similarly, the road that crosses at 90° to the R27 threshold is separated by 80 meters from the end of the runway. **A reduction in runway length of 10 metres by relocation of the threshold or realignment of the road by 10 metres to achieve compliance are options for achieving compliance.**
- Both runways R16 and R 34 also have roadways at 90° to their thresholds, R16 being 20 metres separation and R34 at 60 metres.
- The potential for large farm machinery to pass across the runway ends during flight operations is reasonably high. Runway and road realignment comes at a cost that could be avoided by installing signage instructing drivers of farm vehicles to stop at the road sign until aircraft landing or taking off have crossed the road. The signage should be positioned to not infringe the splay of the approach and take-off fans that form part of the obstacle clearance surfaces.
- Aircraft pilots using Stratford Aerodrome should be alerted to the potential for vehicles crossings during aircraft movement, and farm road users should also be instructed about the risks and to adhere to the signage instructions.
- Stratford is compliant with minimum requirements for runway width, runway slope, runway strip widths and strip length for Day VFR runways.
- There are no taxiways defined on the aerodrome.



STRATFORD AERODROME CONTROL

All land use, development, or subdivision shall apply with the applicable Standards, Conditions, and Terms pertaining to land use, development, or subdivision in the vicinity of Stratford Aerodrome in Appendix 7 of this Plan.

Purpose: "To avoid, remedy or mitigate any adverse effects of adjoining land uses on the safe and efficient operation of the aerodrome, part of the District's transportation infrastructure."

- The obstacle clearance specifications included in the District Plan are applicable to operations occurring on a night or instrument approach runway and in some respects are more onerous than those for Day VFR runways. For example the takeoff climb and approach surface rises upwards at an obstacle free gradient of 1:40 rendering use of the farm roads problematic if the surface requirements are adhered to rigorously. Similarly the splay of the approach surfaces which are designed to protect the safety of overflight is narrower than required for a Day VFR runway. .
- These specifications may have been implemented as a result of the installation of the now defunct runway lighting system and Council should assess whether to retain the status quo pending the installation of a new lighting system at some future date or amend the District Plan to align with the guidance for a Day VFR runway at Stratford.
- The installation of approach and/or runway lights changes the runway categorization from Day VFR to that of a Night or Instrument Runway. Guidance for the use of instrument runways is contained in CAA Rule Part 139 Appendix C2.2 Table C-1, and CAA AC139-6 Revision 6 (Aerodrome Design Requirements; All Aeroplanes Conducting Air Transport Operations and All Aeroplanes above 5700kgMCTOW.
- EAC note for example that the minimum strip width associated with an instrument Code 1 or 2 runway is 150 metres, some 70 metres in excess of that currently applied which would have substantial implications for the aerodromes access roads, adjacent farm roads, and the creek/drain adjacent to the roading and runway at the southwestern end of R09/27.
- **A substantial area of farmland would also be impacted.** Obstacle clearance surfaces would also impose controls over a much wider area.

Action: An aeronautical study should be undertaken prior to any decision to install runway and approach lighting

NOISE CONSTRAINTS ON THE AERODROME

- Noise emanating from aerodromes is generally considered a nuisance by those impacted by it. New Zealand Standard NZS6805 Airport Noise Management and Land Use Planning is accepted as the guideline for the management of airport related noise.
- NZ CAA also offers guidance to planners with its “Guidance material for land use near aerodromes June 2008” document. This document provides a volume of information on matters that land use planners should consider when reviewing applications for non-aerodrome uses planned in the vicinity of aerodromes. For example, wildlife attractants such as landfills, bodies of water, animal feed lots, noise, and objects or activities affecting airspace form elements of the guidance.
- The Stratford District Plan provides for the protection of aerodrome activities as noted above under clause B2.1.16 Stratford Aerodrome Control of the Plan.
- While clause B2.1.16 protects the aerodrome, similar consideration needs to be given to the reverse sensitivity effects arising from the aerodrome use, namely the comings and goings of aircraft using the aerodrome. Presently the surrounding farmland acts as somewhat of a buffer in conjunction with the nearest large residential development being approximately 3 kilometres away from the threshold of R34. There is a risk that poorly located planned developments over time could be impacted by aircraft noise and result in closure of the asset.
- Typically, airports and aerodromes throughout New Zealand develop noise contours or boundaries to ensure compatibility of aerodrome use with surrounding land use and communities. SDC has recognized this in part, but not explicitly, within the District Plan and prudence to mitigate future potential impacts suggests it should do so.

A5. AMENITY VALUES

A5.1 Issues

□ Noise can also influence the “amenity” of an area. Unreasonable amounts of noise over and above the “usual” levels of noise can have a detrimental effect on community health as well as amenity values. Noise is an intrinsic part of most activities, and the effect of noise can vary considerably, depending on the type of noise, the frequency, whether it is intermittent or constant, and so on.

Policies

A5.3.4 To avoid, remedy or mitigate any actual or potential adverse effects of noise on the environment, on the community and on amenity values.

A5.4.3 To encourage the consideration of noise control at the design stage of any development or proposed use.

STRATEGIC VIEW OF CURRENT SITUATION

- The 2011 Strategic Review provided a number of concept aerodrome hangar configurations to support increased activity at Stratford Aerodrome.
- Notwithstanding the effects of the COVID pandemic, aircraft movement growth at Stratford has declined over the last 3 years, with YTD figures for the 2023/24 year are slightly down on the same months in the prior 2022/23 year which had also declined 9% relative to the 2021/22 year.
- **Low population forecasts tend to suggest that aerodrome growth trends will also remain relatively flat and that investment in future developments by existing or future tenants will also be relatively flat in trajectory, without an intervention by commercial interests.**
- **The volume of aircraft movements at Stratford is relatively low.**
- SDC utilizes AIMM software to record aircraft movements for reporting purposes .
- The AIMM software utilizes radio transmissions at unattended aerodromes for reporting purposes and in some cases as data to support landing charge billing. An aircraft movement constitutes a landing or a takeoff.
- Touch and Go activities are not recorded.
- The aerodrome continues to operate under the farm support model
- Direct expenses exceed direct income of aerodrome and is dependent on the farm income.
- 26% of current aerodrome revenue comes from aerodrome land leased to the farm



CURRENT SWOT

Strengths

- Established Aerodrome and Farm
- Committed Aerodrome recreational user scene
- Installed facilities support public and commercial use in current form
- Commercial activities include fertiliser distribution and topdressing for district
- Current aerodrome footprint can accommodate a 10-year growth.

Weakness

- Transparency of accounting methods to apportion revenue and cost between aerodrome and farm
- Activity at aerodrome averages 12-15 movements per week or 650 per annum
- Revenue collection and volume is unclear for both Aerodrome and Farm
- Remediation/Maintenance is required to upgrade and update the airfield for safe operations

Opportunities

- Geographic location midway between New Plymouth and Hawera
- Potential to expand aerodrome activity
- 130Ha of land (17 Ha Aerodrome, and balance in farm) is a strategic asset

Threats

- Volume of aerodrome activity and accounting method appears to convey deficit on primary aerodrome activity
- Farming activity could be perceived as of greater value, and therefore aerodrome continuation at risk.



2. DEVELOPMENT POTENTIAL



A FORWARD LOOKING STRATEGY SHOULD FOCUS ON SUPPORTING RECREATIONAL FLYING WHILE SUPPLEMENTING WITH COMMERCIAL ACTIVITY

- Microlight aircraft constitute the majority of aircraft movements at Stratford reinforcing the view that Stratford Aerodrome is a recreational location with limited commercial activity,
- An exception at the aerodrome is that agricultural fertilizer spreading appears to be an essential for the district, however landing revenues do not appear on material reviewed (noting it is an activity only possible with an aerodrome)
- Notwithstanding that there are costs associated with the operation and maintenance of the aerodrome that keep it available for general aviation users and the limited commercial activity.
- A nominal landing charge would be appropriate.

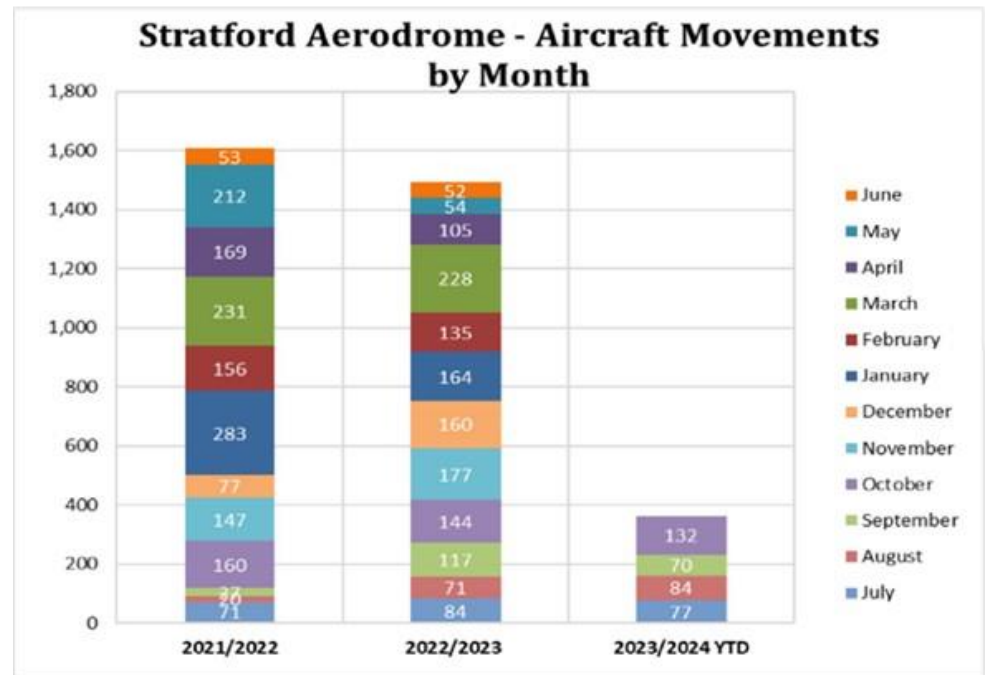


Figure 1: Aircraft Movements by Month - October

FUTURE BUSINESS OPPORTUNITY/HELICOPTER OPERATIONS

- There are currently a small number of helicopter movements at Stratford Aerodrome, approximately 50 per annum. SDC has received an enquiry from a commercial helicopter operator seeking to build a hangar and undertake helicopter-based operations from Stratford Aerodrome.
- These activities could include;
 - Commercial agriculture spraying
 - Flight training school
- During preparation of this report, EAC were advised that there may be an option for other commercial helicopter work. While not specified, options could include sightseeing operations, firefighting/search & rescue, heavy lifting and emergency related support.
- The success of this proposal has a dependency on the helicopter type selected and EAC were advised of possible interest for **Blackhawk helicopter** operations..
- Clarification of type would assist in an evaluation – if a Blackhawk UH-60 helicopter, it is a two-person crew large helicopter of military design suited to moving groups of people and performing firefighting and heavy lifting operations.
- Consequently, potential for Blackhawk operations require large facilities and separation from other aerodrome activity. For example, the rotor downwash is sufficient to topple small aircraft in close proximity.
- The enquiry is informal at this stage,, however the operator has requested that a hangar to support the operation be located near the threshold of R09 (Location A) and provided a sketch of preferred layout
 - This location is within the Zone C development zone identified in the 2011 Strategic Review and is currently used for farm operations.
 - In Appendix D of the RFQ, SDC has also proposed an alternative location near the threshold of R34, Location B.
 - Separating commercial helicopter activity from recreational general aviation fixed wing operations in general is a positive approach.



CONSIDERATION OF SUFFICIENT SPACE ALLOCATION TO PERMIT ADDITIONAL HELICOPTER TENANTS TO BE ACCOMMODATED OVER TIME IS NECESSARY

- However, prior to committing to either location there are some non-aviation factors to be assessed in addition to the requirements of CAA Advisory Circular AC139-8 Aerodrome Design Helicopters dated April 2018 including consideration of allocating sufficient space to permit additional helicopter tenants to be accommodated over time.
- Non-aviation items include;
 - Road access for users of the helicopter services. Location A could be accessible from the farm road that crosses near the R09 threshold, alternatively by creating access directly from Flint Rd. Location B is problematic because it would require extending the existing road adjacent to the fixed wing hangars and physically crossing R16/34 which is an unacceptable risk to operations on that runway.
 - An alternative entry bridging the drain from the farm road adjacent to the R34 threshold may be possible subject to civil engineering design. This is not the scope of this review.
 - Water, electricity, and sewage reticulation solutions are required for both locations.
 - Orientation of the hangar, support aprons relative to runway orientation and prevailing winds.
 - Location of vehicle parking relative to the facility access and separated from on aerodrome operations.
 - Are night operations planned.
 - Consideration of establishing a defined touchdown and lift off area (TLOF) that can be used by the proponent and future helicopter operators at Stratford Initially the proponent as a sole operator should be able to define the hangar apron as a TLOF.
 - Location A is the more preferable option subject to further detailed analysis.

A HELICOPTER PROPOSAL REQUIRES A RECONFIGURATION OF THE AERODROME BOUNDARIES, CIVIL AND COMMERCIAL CONSTRUCTION THAT PREDICATE AN IN-DEPTH REVIEW BY SDC & THE PROPONENT

- High level requirements of CAA Advisory Circular AC139-8 Aerodrome Design Helicopters dated April 2018 demand careful consideration;
 - Site selection should be such that cross-wind operations are kept to a minimum and that two approaches 180° apart with one of the two being into the prevailing wind. R09/27 is the dominant runway. The proposed sketch orientation meets that requirement in a westerly direction but requires a crosswind approach at 90° to R09/27. Orienting the hangar so that the hangar doors and apron face the runway would be more advantageous for several reasons, one of which is that expansion of the hangar contiguous with the runway or construction of additional hangars for new tenants would not be inhibited.
 - Orienting the hangar in this way also means that the helicopter approaches the landing area along the runway alignment rather than conflicting with the other traffic.
 - If a heliport is to be used by any helicopter other than a Performance Class 1 helicopter provision should be made to enable an emergency landing to be made at any point along the approach and takeoff path without any undue risk to persons or property. This reinforces the requirement to align movements with the runway.
- In summary the helicopter proposal has potential subject to a formal detailed proposal from the proponent. Adoption of the proposal would require a reconfiguration of the aerodrome boundaries, civil and commercial construction that predicate an in-depth review for both the planned operations and relative to any outcomes that SDC contemplates relative to this Strategic Review.
- The allocation of land to this activity should be accompanied by additional land to accommodate future growth in aviation activities.

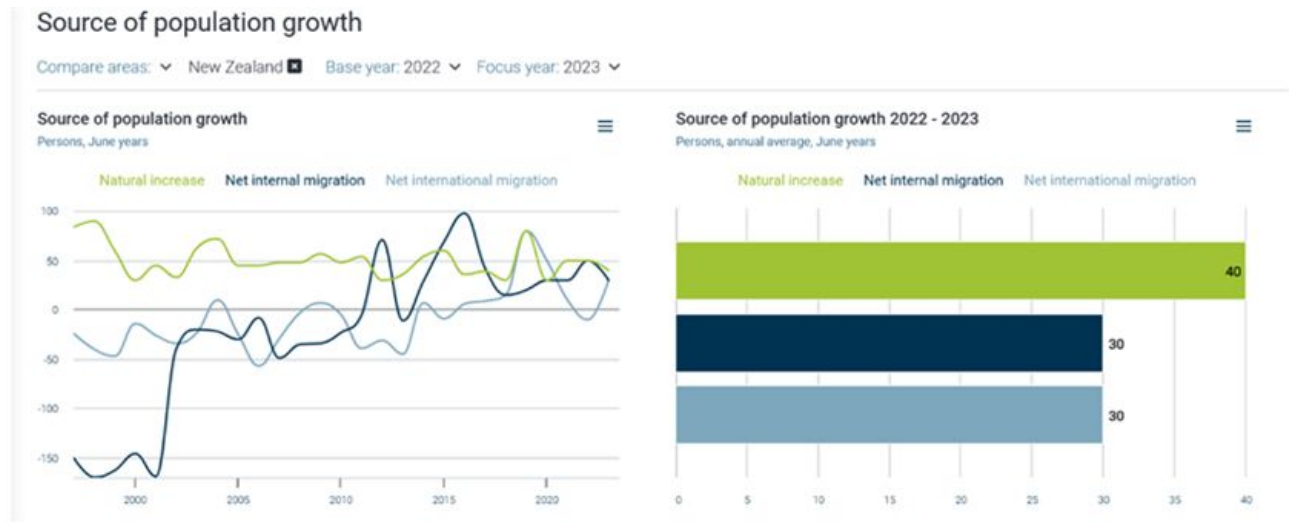
FROM THE TABLES WITHIN THE AC139-8, THE TYPE OF HELICOPTER AND WEIGHT ARE CRUCIAL ELEMENTS IN DESIGN OF SAFE OPERATING FACILITIES

Recommendations

1. **Determine whether Stratford Aerodrome should be classified as critical infrastructure within the District Plan** with land use protections and controls provided via a dedicated designation.
2. **Determine whether it remains appropriate to retain a designation for aerodrome purposes over land adjacent to the aerodrome.** i.e. land surplus to aerodrome requirements currently applied to farming.
3. **Create a specific designation for the aerodrome at the next District Plan review** that includes controls, permitted activities, and defines the area allocated to aeronautical and non- aeronautical uses..
4. **Create a specific designation that includes the CAA recommended obstacle clearance requirements.**
5. **Remove the runway lighting symbols and reference to lighting from the AIP NZSD AD.2 51.1 documentation .**
6. **Assess whether to retain the current OLS requirements as recorded in the current Plan** or amend the Plan specifications to reflect the requirements for a Day VFR runway. Consulting with aerodrome users should be done in conjunction with amending the plan to comply with the AC139-7 OLS guidance .
7. **Install road signs at the end of each runway instructing vehicles on the farm roads to stop until aircraft approach for landing or taking off have passed.** The signage location should be located relative to the take-off and approach surfaces splay. An appropriate caution should be added to the AIP alerting pilots of the potential for vehicles to use the road ways during flight operations. .
8. **Undertake the previously recommended engineering survey of the aerodrome drainage system** to confirm the causes of the soft patches that appear after rain and resolve the issues as well as the deterioration in the runway surfaces in dry weather .
9. **Proposed helicopter operator should provide SDC with a formal proposal** that reflects the business requirements, an operational design proposal that reflects the requirements of CAA Advisory Circular AC139-8 Aerodrome Design Helicopters dated April 2018, proposed aircraft types, intended operational activities (e.g. sightseeing, agricultural spraying, training) and a summary of the anticipated frequency of each type of operation This proposal should also be peer reviewed for compliance with the CAA Rules.
10. **Evaluate the implementation of a nominal landing fee** , possibly \$10– 15 per landing to offset some mowing costs?
11. **Require agriculture operator(s) using the fertilizer loading area to undertake permanent (robust and sustainable) remedial repairs to the fertilizer loading area** that removes the potential for surface damage arising from their truck and aircraft operations.
12. **Explore implementation of a noise management boundary** to assist planners in determining best use of land around the aerodrome to avoid or mitigate impacts on the aerodrome from inappropriate noise sensitive developments and supporting alternative use developments not impacted by aerodrome noise.

STRATFORD 20 YEAR GROWTH IS APPROXIMATELY 0.3% PER ANNUM

- Stratford township is 8.54 km² within a district of 2163km²
- The population of 6230 serves the wider agricultural district population catchment of 10,300 reflecting 19% and 15% growth in population since the 2011 Strategic Review.
- Population growth in the District while modest has the potential to benefit indirectly from wider investment and developments in the Taranaki region
- The Council’s long term plan to 2028 reflects annual population and property growth in the region of 0.3%.

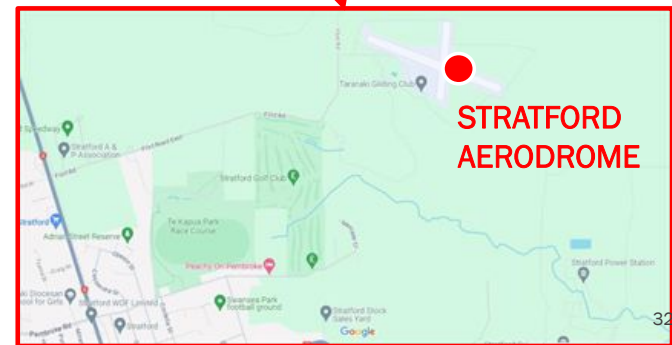
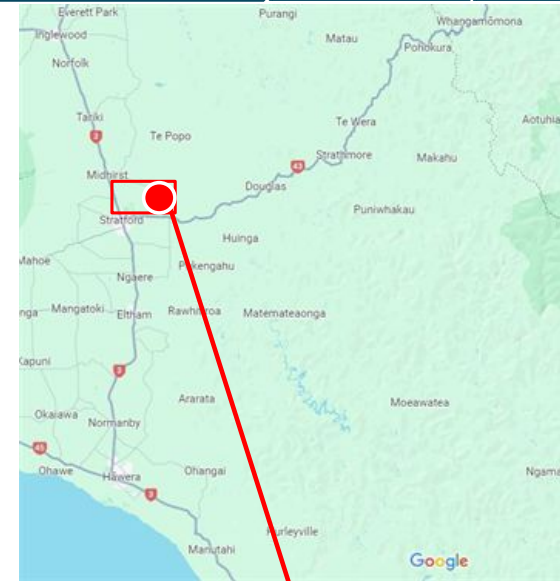


Source: Statistical Standard for Geographic Areas 2018 (SSGA18)
 "Subnational population estimates (RC, SA2), by age and sex, at 30 June 1996-2023 (2023 boundaries)", Statistics New Zealand
<https://rep.infometrics.co.nz/stratford-district/population/source-of-growth?compare=new-zealand>

NOTES/TOPICS – HIGH LEVEL DEVELOPMENT ASSESSMENT

- Future revenue potential?
- Commercial scheduled operations?
 - Aerodrome regulations?
 - Possible operators?
 - Connectivity by air?
 - Stratford catchment population – Stratford, Eltham, Patea, Hawera, Whangamōmona? New Plymouth for different destinations?
 - Destinations? – Auckland, Hamilton, Wellington, Nelson, Hawkes Bay?
- Climate Resilience – future clean energy options/operators?
- Flight Training school? – branch of existing? New Flight training organisation? Partners?
- USP of Stratford District – airspace, BCP option for New Plymouth?
- Future commercial options – aircraft types/size – Current, Future?

COMMERCIAL IN CONFIDENCE - 21ST JUNE 2024 - FINAL





3. CONSTRAINTS/RISKS & MITIGATIONS

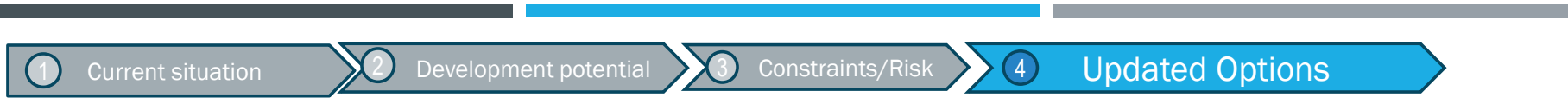




Risk/Constraints	Mitigation
<p>Solar Farm - SDC is evaluating a resource consent application for the potential development of a solar farm which may create a ‘glare or glint’ obstacle for airfield approach</p>	<ul style="list-style-type: none"> • Ensure adequate consideration is given to any potential impacts to the safety of aerodrome operations with a "glint and glare" assessment provided by farm developer. • CAA regulations have not been developed as yet, however Hamilton, Gisborne, and Christchurch airports have installed solar farms • Depending on the results of that report an aeronautical study and consultation with affected parties may be necessary.
<p>Hangar encroachment on airfield could limit current and future use</p>	<ul style="list-style-type: none"> • Review ground lease arrangements for ‘at risk’ hangars and develop options to reposition or remove
<p>Degraded airstrip condition during wet weather or after heavy operational use (topdressing)</p>	<ul style="list-style-type: none"> • Evaluate cost and impact to remediate/resurface the airstrip • <i>Note:</i> Different scenarios may cover an improved runway strip
<p>Airfield current lighting presents an obstacle with a ‘protective’ tyre surround, however many lights are inoperable or damaged, and manually operated</p>	<ul style="list-style-type: none"> • Evaluate hardened loading area for Fertiliser operations and turning apron • Determine appropriate distance from runway for lighting installation • <i>Note:</i> Different scenarios may cover an improved runway strip



Risk/Constraints	Mitigation
<p>Potential for large farm machinery to pass across the runway ends during flight operations is reasonably high</p>	<ul style="list-style-type: none"> Aircraft pilots using Stratford Aerodrome should be alerted to the potential for vehicles crossings during aircraft movement, and farm road users should also be instructed about the risks and to adhere to the signage instructions.
<p>Potential for runway incursion by farm animals occurs at present, and is a risk/hazard to outbound/inbound aircraft</p>	<ul style="list-style-type: none"> Aeroclub currently required to check for animals on the runway Aircraft pilots using Stratford Aerodrome should be alerted to the potential for vehicles crossings during aircraft movement, and farm road users should also be instructed about the risks and to adhere to the signage instructions.
<p>AIP document NZSD AD.2-51.1 notes a CAUTION that there are soft patches on runways during winter months. The reported presence of soft patches after wet weather on R09/27 suggests that the drainage system may not be performing to design or has failed.</p>	<ul style="list-style-type: none"> EAC understand from aerodrome users interviewed in the course of this review that the drainage system which comprises metal retainers filled with drainage material is ineffective during the winter months, and requires significant repair Remediate and repair runway drainage to enable water flow, and minimise hazard from soft patches in wet weather and raised surfaces during dry months Notifications to Airmen (NOTAM) to be issued when runway conditions inhibit safe operation
<p>Fertiliser bins located at R09 start for agriculture spreading operations present an unformed platform that is prone to damage during wet weather operations and impacts other aerodrome users</p>	<ul style="list-style-type: none"> Remedy apron turning area with aggregate or similar to enable all weather usage for all operators



4. UPDATED OPTIONS



CLUB USERS CONSULTATION INITIAL INSIGHTS

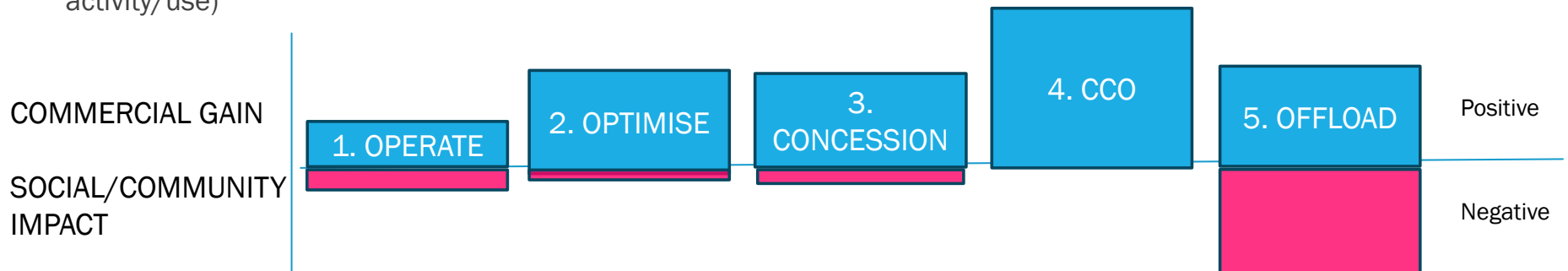
Teams/Calls conducted during 11-19 December 2023

- Club users favour retention of aerodrome and status quo with the council maintaining the airfield, in the absence of feasible alternatives.
- Lack of awareness on how farm expenditure and revenues are contributing, or not, to aerodrome operating deficit.
- Recent aerodrome improvements are well received, however caution on cost impact to volunteer/club structures.
- Potential issues with an aging drainage system and how landing strip performs for both wet and dry conditions.
- Mixed views on aerodrome management performed as an outsourced activity, with main reservations on cost exposure
- Interest in wider participation and synergies if user footprint was expanded, including runway improvements (seal/lighting), however caution of cost impact for volunteer organisations.
- Potential to further develop the aerodrome acknowledged subject to user involvement and consultation for impact of possible scenario developments.
- Lack of communication with potential commercial users

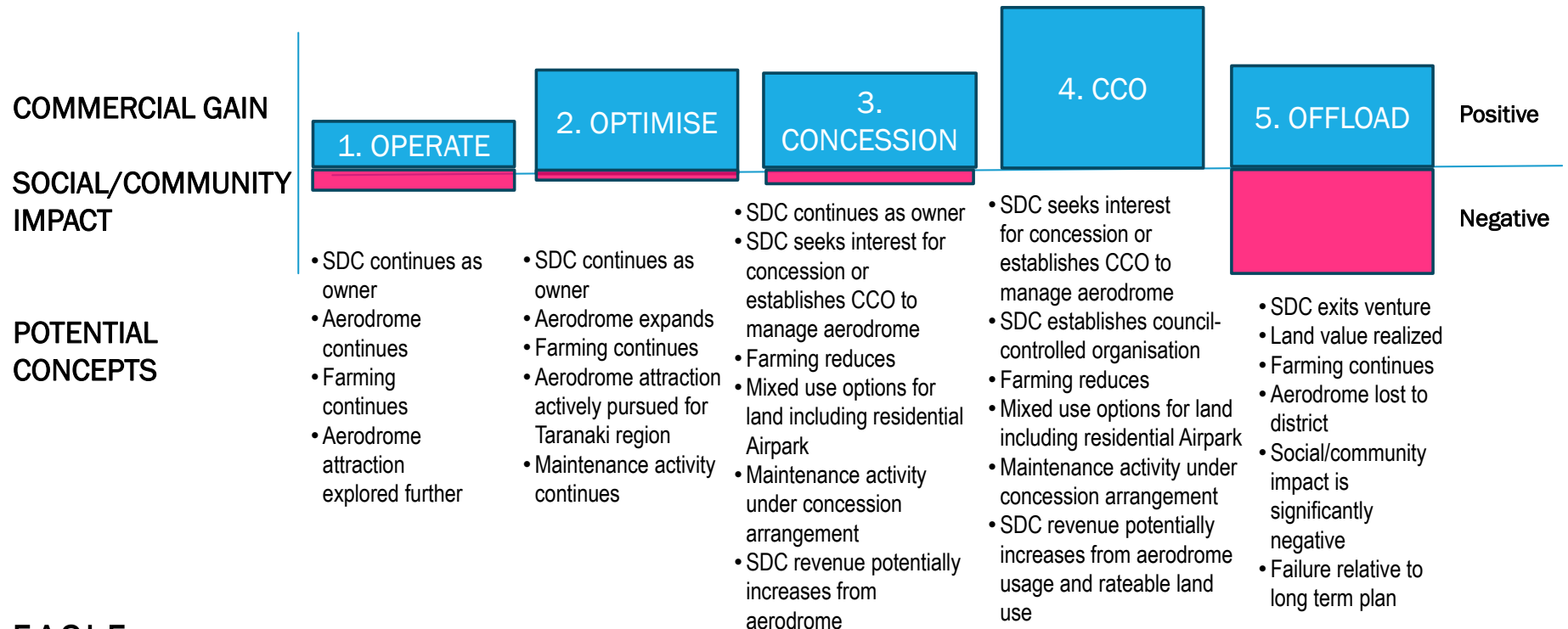


FIVE POTENTIAL FUTURE OPTIONS

1. **OPERATE**- maintain status quo, mix of farm/recreational aerodrome activity, SDC management.
2. **OPTIMISE** - investigate options to make aerodrome self-sustaining, improve revenue streams from mixed use and farm, issue RFI for other uses or collaboration with complementary activities.
3. **CONCESSION** - Contract an operating concessionaire to manage the aerodrome and adjacent aerodrome designated land, split use to enable the transition to profitable entity.
4. **CCO** - Create a Stratford District Council Controlled entity, transfer the designated land and charge aerodrome management with operating commercially.
5. **OFFLOAD** – Subject to land use constraints sell, divest, or outsource in entirety (increased farm or other activity/use)



POTENTIALLY FIVE OPTIONS FOR SDC WITH A MIX OF ACTIVITIES TO BE DETERMINED DEPENDING ON INTEREST AND FEASIBILITY



1. OPERATE

Strengths

- Established Aerodrome and Farm
- Committed Aerodrome recreational user scene
- Installed facilities support public and commercial use in current form
- Commercial activities include fertiliser distribution and topdressing for district
- Current aerodrome footprint can accommodate a 10-year growth.

Weakness

- Transparency of accounting methods to apportion revenue and cost between aerodrome and farm
- Activity at aerodrome averages 12-15 movements per week or 650 per annum
- Revenue collection and volume is unclear for both Aerodrome and Farm
- Council remains encumbered with Aerodrome management
- Remediation/Maintenance is required to upgrade and update the airfield for safe operations

Opportunities

- Geographic location midway between New Plymouth and Hawera
- 130Ha of land (17 Ha Aerodrome, and balance in farm) is a strategic asset

Threats

- Volume of aerodrome activity and accounting method for farm costs and borrowing implies deficit on primary aerodrome activity
- Farming activity could be perceived as of greater value, and therefore aerodrome continuation at risk.

2. OPTIMISE

Strengths

- Existing operations at aerodrome are a proven attraction – club operations, Army exercises, Fertiliser flight operations for district
- Difficult to replicate aerodrome elsewhere and nearby airports/aerodromes may seek additional flying

Weaknesses

- Lack of clarity on how farming revenues are accounted for, e.g. silage revenue for aerodrome 17 Ha, Fertiliser flight operations revenue?
- Remediation/Maintenance is required to upgrade and update the airfield for safe operations
- Activity at aerodrome averages 12-15 movements per week or 650 per annum (low utilisation)
- Council remains encumbered with Aerodrome management
- High volunteer contribution to current activity, finding a suitable operator on behalf of council may be a challenge

Opportunities

- Evaluate arrangements to improve revenue and/or reduce cost
- Pursue additional revenue flying activity from nearby aerodromes
- Aerodrome attraction explored further

Threats

- Farming activities continue to encroach on aerodrome limiting usage
- Maintenance programme of works and cost to remedy



3. CONCESSION

<p>Strengths</p> <ul style="list-style-type: none"> • Existing operations at aerodrome are a proven attraction – club operations, Army exercises, Fertiliser flight operations for district • Aerodrome location is attractive and unencumbered by encroaching urbanisation • Nearby aerodromes may seek additional flying 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of clarity on how farming revenues are accounted for, e.g. silage revenue for aerodrome 17 Ha, Fertiliser flight operations revenue? • Council remains encumbered with Aerodrome management • Finding a suitable operator on behalf of council may be a challenge
<p>Opportunities</p> <ul style="list-style-type: none"> • Evaluate arrangements to improve revenue and/or reduce cost • Pursue additional revenue flying activity from nearby aerodromes • Aerodrome attraction actively pursued for Taranaki region 	<p>Threats</p> <ul style="list-style-type: none"> • Farming activities continue to encroach on aerodrome limiting usage • Maintenance programme of works and cost to remedy



4. CCO – COUNCIL-CONTROLLED ORGANISATION

<p>Strengths</p> <ul style="list-style-type: none"> • Extensive land vested in Aerodrome and Farm • Mixed use may unlock significant capital and ongoing revenue in the form of rates from leases • Maintenance programme of works and cost to remedy transfer to concessionaire operator • Current aerodrome footprint can accommodate a 10-year growth. • SDC retains ownership aof land and outsourced operator manages aerodrome (concession) 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Level of interest from 3rd parties to develop land
<p>Opportunities</p> <ul style="list-style-type: none"> • Geographic location midway between New Plymouth and Hawera 	<p>Threats</p> <ul style="list-style-type: none"> • Farming activities likely reduced/exited



5. OFFLOAD






<p>Strengths</p> <ul style="list-style-type: none"> • Potential for SDC to offload Aerodrome for commercial operation, and realise land value for ratepayers 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of clarity on how farming revenues are accounted for, e.g. silage revenue for aerodrome 17 Ha, Fertiliser flight operations revenue? • Expanded aerodrome activity with clarity on accounting for aerodrome could mitigate any perception of low performance
<p>Opportunities</p> <ul style="list-style-type: none"> • Potential for rateable value of aerodrome land to be realised and/or evaluate 'lease to occupy' model/non-aerodrome land rates 	<p>Threats</p> <ul style="list-style-type: none"> • Loss of aerodrome is a strategic asset loss to Stratford and irretrievable once disposed of as an asset • User community reaction likely to be adverse



SWOT ANALYSIS – SUMMARY CURRENT AERODROME + 4X OPTIONS

Indicative only - Scoring matrix

LEGEND

	1	Low/difficult/negative/disadvantageous
	2	
	3	
	4	
	5	High/Positive/advantageous



OPTIONS - STRENGTHS

Indicative only - Scoring matrix

LEGEND

- 1 Low/difficult/negative/disadvantageous
- 2
- 3
- 4
- 5 High/Positive/advantageous

SWOT - Current and 4x Options	OPTIONS					Notes
	1. Operate	2. Optimise	3. Concession	4. CCO	5. Offload	
•Established Aerodrome and Farm	2	2	3	4	1	Established 1928, multiple land acquisitions for aerodrome expansion. Farm as secondary activity. Requires investment/diversification
•Committed Aerodrome recreational user scene	2					Dedicated volunteer users however small group
•Installed facilities support public and commercial use in current form	3					Runway requires remediation
•Commercial activities include fertiliser distribution and topdressing for	2	3	4	5	1	Improved facilities could increase \$/tonne
•Current aerodrome footprint can accommodate a 10-year growth.	5	5	5	5	1	Room for growth and aerodrome attraction explored further
•Existing operations at aerodrome are a proven attraction – club operations, Army exercises, Fertiliser flight operations for district		4				Improved facilities could increase \$/tonne
•Difficult to replicate aerodrome elsewhere and nearby airports/aerodromes may seek additional flying			3	5	1	Once gone, irreplaceable within Stratford
•Existing operations at aerodrome are a proven attraction – club operations, Army exercises, Fertiliser flight operations for district			4	4		Charging mechanism and revenue collection required (free currently)
•Aerodrome location is attractive and unencumbered by encroaching urbanisation			5	5		Only recreational aerodrome remaining in Taranaki
•Nearby aerodromes may seek additional flying			4	4		Potential for increased flying activity
•Extensive land vested in Aerodrome and Farm				5		Land size and designation as an aerodrome with permitted business activities is an asset
•Mixed use may unlock significant capital and ongoing revenue in the form of rates from leases				5		Revenue model diversification away from loss-making farming activities to possible commercial footprint
•Maintenance programme of works and cost to remedy transfer to concessionaire operator				3		Assess level of interest by potential 3rd party operator/s
•Current aerodrome footprint can accommodate a 10-year growth.				5		Room for growth
•SDC retains ownership of land and outsourced operator manages aerodrome (concession)				5		Concession model common for operating airports & potential for aerodrome sustainability
•Potential for SDC to offload Aerodrome for commercial operation, and realise land value for ratepayers					1	Lack of clarity on how farming revenues are accounted for, e.g. silage revenue aerodrome 17 Ha, Fertiliser operations revenue?



Indicative only - Scoring matrix

LEGEND

- 1 Low/difficult/negative/disadvantageous
- ◐ 2
- ◑ 3
- ◒ 4
- 5 High/Positive/advantageous

OPTIONS - WEAKNESSES

SWOT - Current and 4x Options	OPTIONS					Notes
	1. Operate	2. Optimise	3. Concession	4. CCO	5. Offload	
•Transparency of accounting methods to apportion revenue and cost between aerodrome and farm	◑ 3					Requires examination of accounting treatment - NZSD charged 50% of cost yet 13% of activity
•Activity at aerodrome averages 12-15 movements per week or 650 per annum	◐ 2					EOI for additional commercial activity for fixed wing/helicopter operations
•Revenue collection and volume is unclear for both Aerodrome and Farm	○ 1					Requires examination of accounting treatment - NZSD charged 50% of cost yet 13% of activity
•Council remains encumbered with Aerodrome management	○ 1					Time consuming for SDC to oversee aerodrome and carry risk
•Remediation/Maintenance is required to upgrade and update the airfield	○ 1					Requires additional operators to support upgrade and financial clarity
•Lack of clarity on how farming revenues are accounted for, e.g. silage revenue for aerodrome 17 Ha, Fertiliser flight operations revenue?	◑ 3					Requires examination of accounting treatment - NZSD charged 50% of cost yet 13% of activity
•Remediation/Maintenance is required to upgrade and update the airfield for safe operations		○ 1				Requires additional operators to support upgrade and financial clarity
•Activity at aerodrome averages 12-15 movements per week or 650 per annum (low utilisation)		◐ 2				EOI for additional commercial activity for fixed wing/helicopter operations
•Council remains encumbered with Aerodrome management		○ 1				Time consuming for SDC to oversee aerodrome and carry risk
•High volunteer contribution to current activity, finding a suitable operator on behalf of council may be a challenge		○ 1				Requires EOI to evaluate level of interest and additional operator potential
•Lack of clarity on how farming revenues are accounted for, e.g. silage revenue for aerodrome 17 Ha, Fertiliser flight operations revenue?			◑ 3			Requires examination of accounting treatment - NZSD charged 50% of cost yet 13% of activity
•Council remains encumbered with Aerodrome management			○ 1			Time consuming for SDC to oversee aerodrome and carry risk
•Finding a suitable operator on behalf of council may be a challenge			◑ 3			Neutral: Requires EOI to evaluate level of interest
•Level of interest from 3 rd parties to develop land				◑ 3		Subject to interest, potential to diversify activities/use in keeping with aerodrome (e.g. AirPark)
•Lack of clarity on how farming revenues are accounted for, e.g. silage					○ 1	Costings require visibility
•Expanded aerodrome activity with clarity on accounting for aerodrome could mitigate any perception of low performance				◑ 4		



OPTIONS - OPPORTUNITIES

Indicative only - Scoring matrix

LEGEND

- 1 Low/difficult/negative/disadvantageous
- 2
- 3
- 4
- 5 High/Positive/advantageous

SWOT - Current and 4x Options	OPTIONS					Notes
	1. Operate	2. Optimise	3. Concession	4. CCO	5. Offload	
•Geographic location midway between New Plymouth and Hawera	2					Sub-optimised as currently small and undeveloped
•130Ha of land (17 Ha Aerodrome, and balance in farm) is a strategic asset	1					Aerodrome utilises 13% of total Ha
•Evaluate arrangements to improve revenue and/or reduce cost		3				Requires expressions of interest from commercial parties
•Pursue additional revenue flying activity from nearby aerodromes		3				Constraints at nearby aerodromes is an opportunity for NZSD
•Aerodrome attraction explored further		3				Potential to grow tourism into district and leverage Aerodrome
•Evaluate arrangements to improve revenue and/or reduce cost			4			Potential to focus stakeholders and users on revenue challenge, subject to cost clarity
•Pursue additional revenue flying activity from nearby aerodromes			3			Constraints at nearby aerodromes is an opportunity for NZSD. Assess potential for compatible activities to benefit the district overall
•Aerodrome attraction actively pursued for Taranaki region			3	4		Assess potential for compatible activities to benefit the district overall
•Geographic location midway between New Plymouth and Hawera				5		May have greater regional interest
•Potential to expand aerodrome activity				5		
•Potential for rateable value of aerodrome land to be realised and/or evaluate 'lease to occupy' model/non-aerodrome land rates				5	5	SDC potential to realise greater rates collection for land size and asset use



OPTIONS - THREATS

Indicative only - Scoring matrix

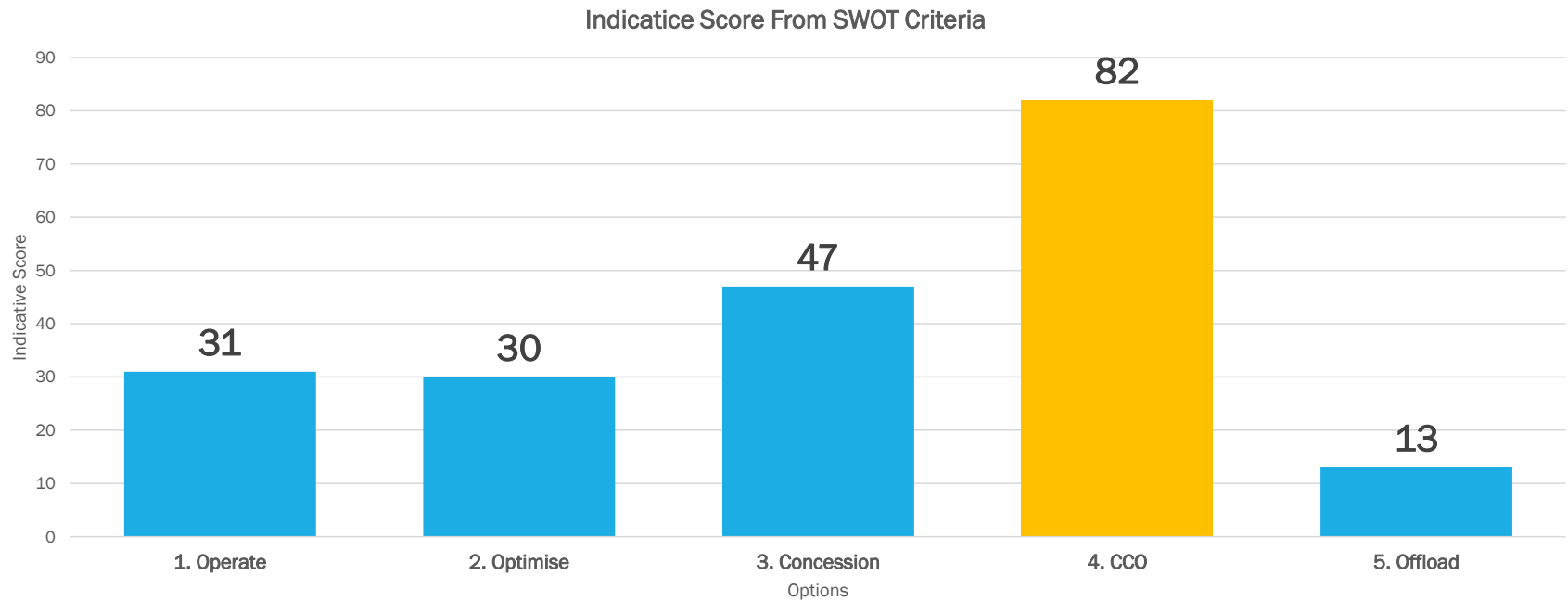
LEGEND

- 1 Low/difficult/negative/disadvantageous
- 2
- 3
- 4
- 5 High/Positive/advantageous

SWOT - Current and 4x Options	OPTIONS					Notes
	1. Operate	2. Optimise	3. Concession	4. CCO	5. Offload	
•Volume of aerodrome activity and accounting method for farm costs and	<input checked="" type="radio"/> 2					
•Farming activity could be perceived as of greater value, and therefore aerodrome continuation at risk.	<input type="radio"/> 1					Accounting treatment of aerodrome and farm are unclear. Farm may be unprofitable, and forecasted as unsustainable next 10 years
•Farming activities continue to encroach on aerodrome limiting usage		<input type="radio"/> 1				Requires redefinition of purpose of aerodrome, supported by business activities (may include farming)
•Maintenance programme of works and cost to remedy		<input type="radio"/> 1				Requires additional operators to support upgrade and financial clarity
•Farming activities continue to encroach on aerodrome limiting usage			<input type="radio"/> 1			Requires redefinition of purpose of aerodrome, supported by business activities (may include farming)
•Maintenance programme of works and cost to remedy			<input type="radio"/> 1			Requires additional operators to support upgrade and financial clarity
•Farming activities likely reduced/exited				<input type="radio"/> 1		Requires redefinition of purpose of aerodrome, supported by business activities (may/may not incl. farm)
•Loss of aerodrome is a strategic asset loss to Stratford and irretrievable					<input type="radio"/> 1	Potential for legal challenge or protracted dispute
•User community reaction likely to be adverse					<input type="radio"/> 1	High risk social/community impact
Indicative score from SWOT criteria	31	30	47	82	13	



POTENTIALLY FIVE OPTIONS FOR SDC - MIX OF ACTIVITIES TO BE DETERMINED DEPENDING ON INTEREST AND FEASIBILITY

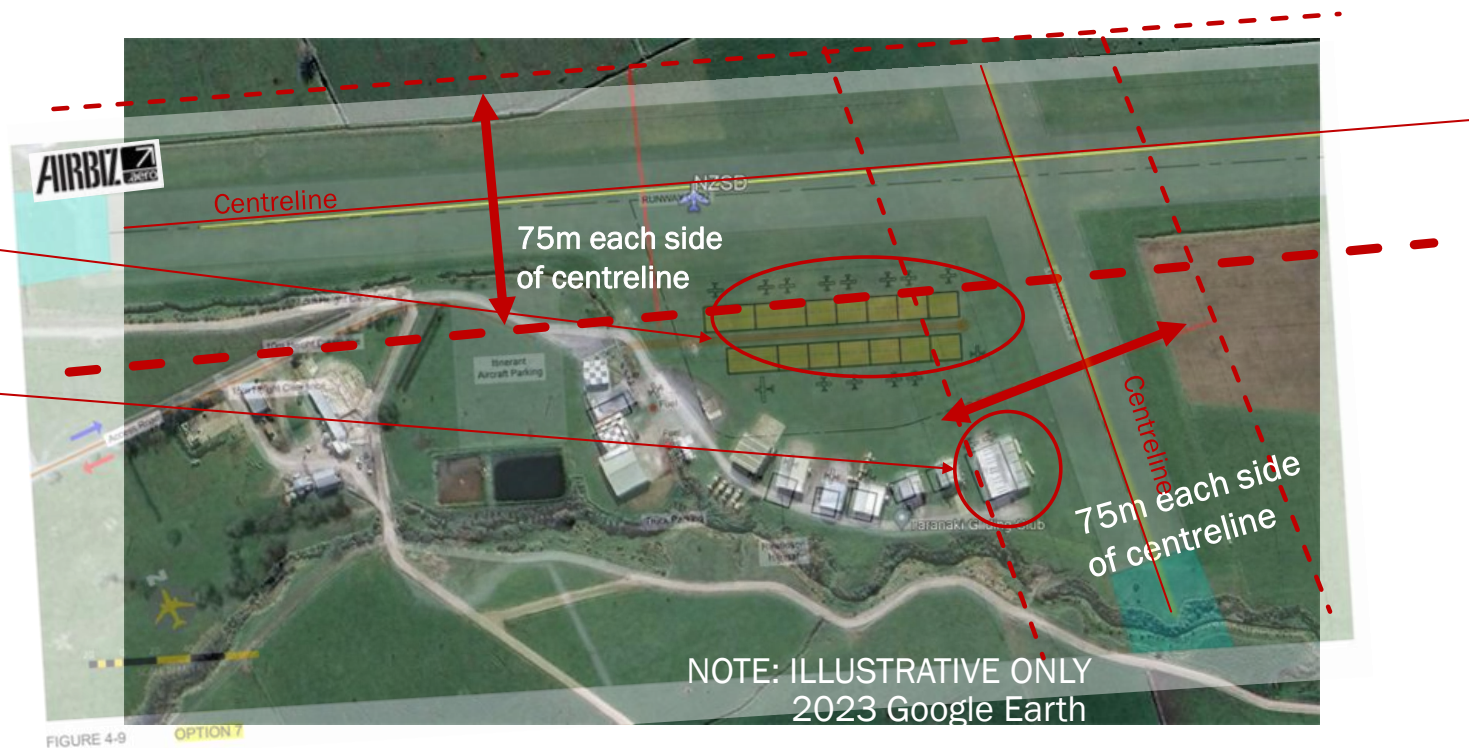


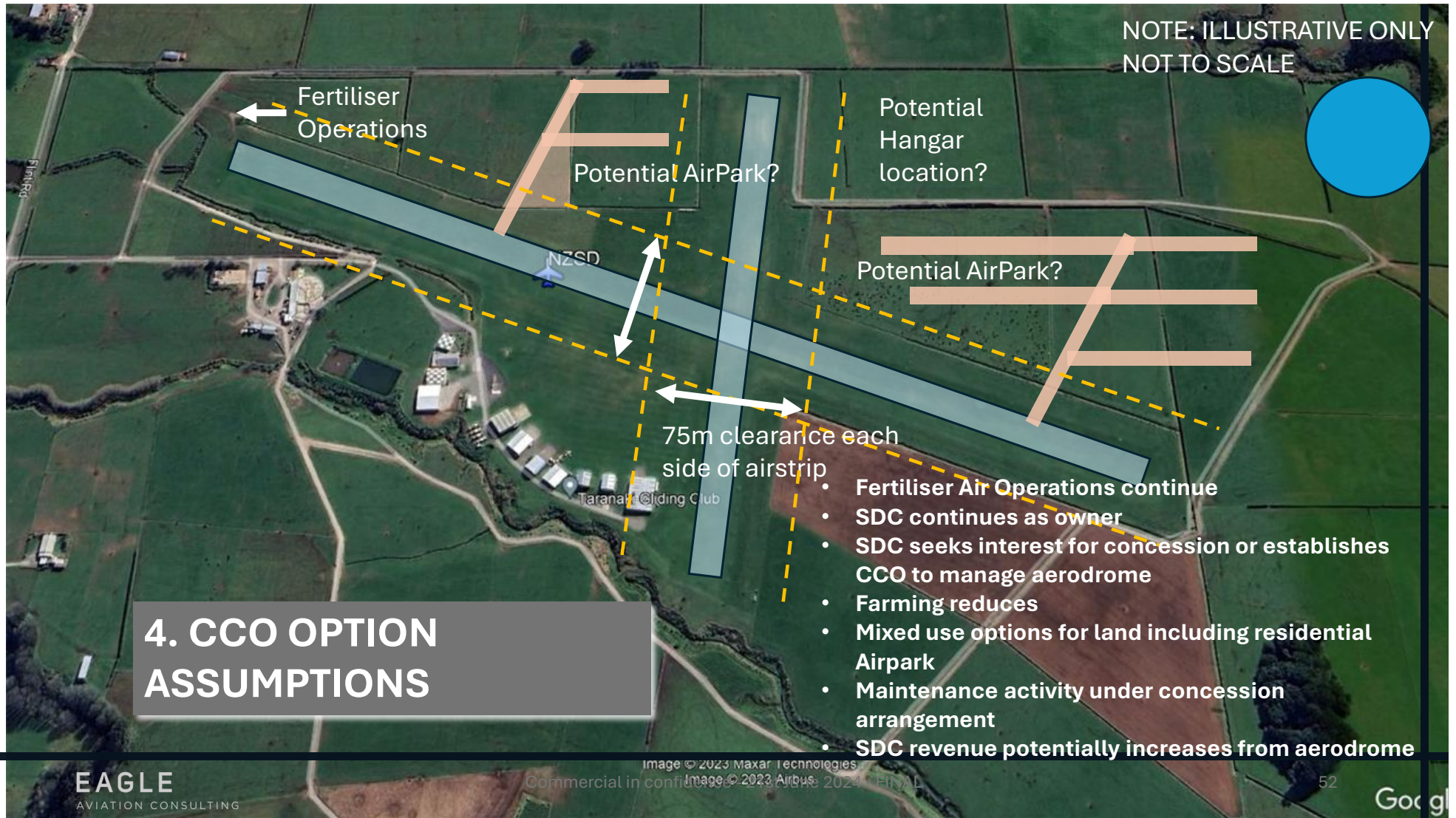
ANALYSIS OF 2011 STUDY – OPTION 7 - CURRENT ENCROACHMENT OF HANGARS CONSTRAINS FUTURE GROWTH – NEW HANGAR LOCATION IS REQUIRED

- 2011 Option 7 overlaid onto Google Earth with 75m each side of runway as safety areas
- 2011 Option 7 hangar location encroaches on safety areas
- Existing hangar encroaches on Runway 16/34

LEGEND

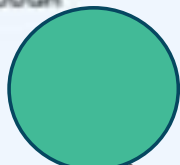
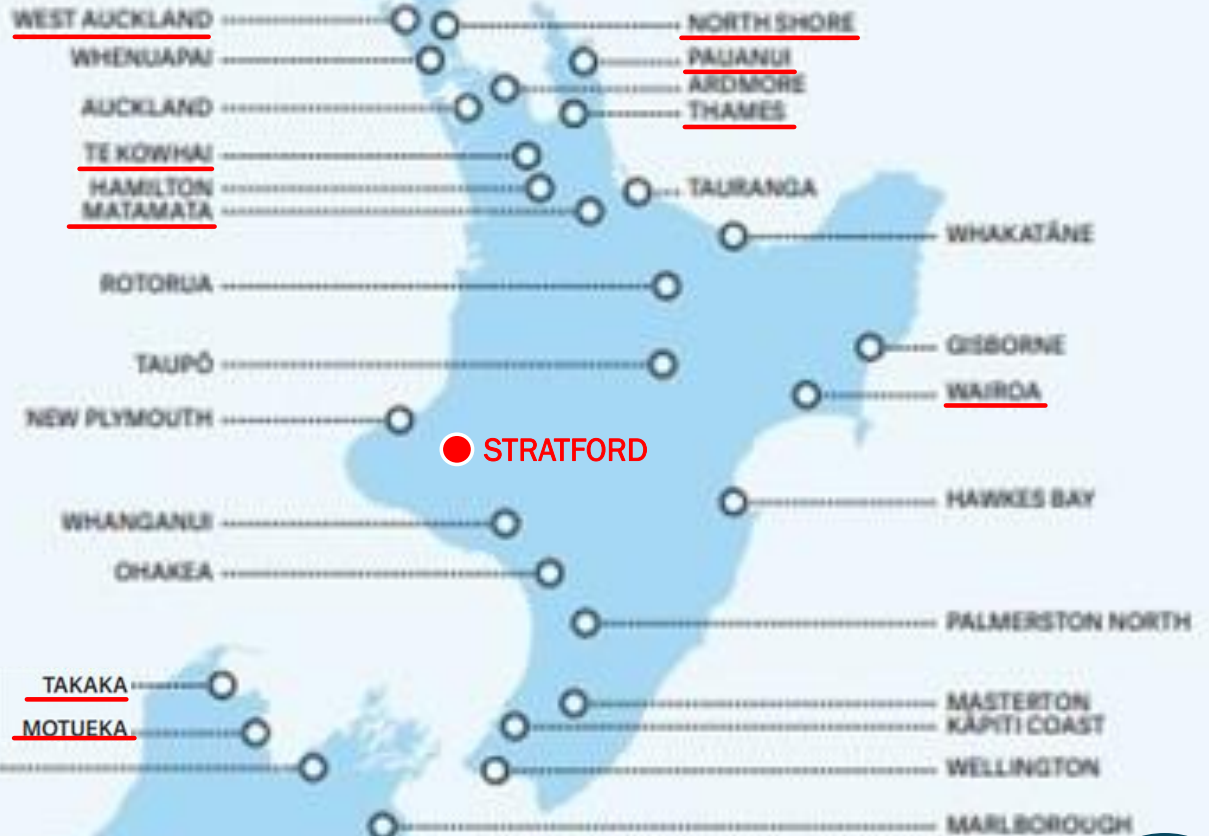
- - - 75m runway safety area each side of centreline
- Centreline
- Obstruction to 75m safety





**POTENTIAL FOR
STRATFORD TO
FOLLOW SIMILAR
AERODROMES
AND BELONG TO
NEW ZEALAND
AIRPORTS
ASSOCIATION**

COMMERCIAL IN CONFIDENCE - 21ST JUNE 2024 - FINAL





APPENDIX



APPENDIX

APPENDIX: BACKGROUND ON AERODROME EVOLUTION

IMPORTANT NOTE:

- To inform strategic thinking and assumptions for this report, EAC considered background material and commentary on the evolution of the aerodrome and the opportunities and risks that could arise as a result of this strategic view update.
- For completeness, EAC sought to understand the history and evolution of the land allocated to the aerodrome, commencing in 1927/1928 through to present day.
- Some of this information is unclear and the following are considerations that may impact on strategic development of the aerodrome.
- Primary purpose of original land acquisition, as understood by EAC, is for aerodrome activities supplemented by farming?

APPENDIX

AERODROME AND FARM SYMBIOTIC RELATIONSHIP

- While all 130ha is designated aerodrome, excess land for the current scale of the aerodrome is operated by the SDC as a commercial dairying farm.
- The aerodrome appears to produce an operating deficit however the farm produces an operating surplus in accounting disclosures.
- The excess aerodrome land is put to productive use and appears to minimise cost exposure for public use of the aerodrome under SDC management currently.
- **Recommended actions:**
 1. The farm accounts do not include any staff costs, and clarity of allocation would enable greater visibility of revenue and costs.
 2. A more detailed review of the financial structuring and performance is recommended.
 3. An evaluation of charges, especially for commercial operators and visiting aircraft that currently access the aerodrome without charge should be reviewed.

APPENDIX

AERODROME + FARM COMBINED 10-YEAR FINANCIALS

- Farm activity appears profitable; however, it appears that:
 - Cost sharing between SDC and Sharemilker is uncertain. **Action:** Recommend a consolidated view of farm profitability.
 - Farm does not own the land however appears to pay no lease fees except for 6.39ha notionally leased from aerodrome for \$6,500 p.a.?
 - **Action:** Recommend an assessment of how accounting practices and use of capital is applied to farm.

Farm	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/24
Revenue	\$ 718,807	\$ 640,000	\$ 640,000	\$ 640,000	\$ 640,000	\$ 640,000	\$ 640,000	\$ 640,000	\$ 640,000	\$ 640,000	\$ 640,000
Operating expenses	\$ 314,350	\$ 325,936	\$ 322,710	\$ 329,652	\$ 336,769	\$ 344,063	\$ 351,540	\$ 359,203	\$ 367,058	\$ 375,110	\$ 383,362
Operating surplus (deficit)	\$ 404,457	\$ 314,064	\$ 317,290	\$ 310,348	\$ 303,231	\$ 295,937	\$ 288,460	\$ 280,797	\$ 272,942	\$ 264,890	\$ 256,638
Overheads	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000
Interest	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629
Depreciation	\$ 50,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
EBITDA	\$ 373,457	\$ 283,064	\$ 286,290	\$ 279,348	\$ 272,231	\$ 264,937	\$ 257,460	\$ 249,797	\$ 241,942	\$ 233,890	\$ 225,638
EBIT	\$ 323,457	\$ 228,064	\$ 231,290	\$ 224,348	\$ 217,231	\$ 209,937	\$ 202,460	\$ 194,797	\$ 186,942	\$ 178,890	\$ 170,638
Net surplus (deficit)	\$ 254,828	\$ 159,435	\$ 162,661	\$ 155,719	\$ 148,602	\$ 141,308	\$ 133,831	\$ 126,168	\$ 118,313	\$ 110,261	\$ 102,009

Source: December 2023 Farm and Aerodrome Committee Report

APPENDIX

AERODROME + FARM COMBINED 10-YEAR FINANCIALS

- Aerodrome has an operating deficit, however:
 - Revenue includes \$6,500 from the farm for 6.39ha of land, which appears inadequate for extensive land use?
 - Overheads allocated to aerodrome are similar for farm, yet aerodrome only uses 10% to 13% of the total land area?
 - Limited revenue line items available but only appear to be ground lease revenue for hangars and the 6.39ha for the farm.
 - Revenue from Fertiliser operations (ground/air) appear not to be adequately shown in 10-year forecast, and this activity includes substantial aerodrome takeoffs and landings?

Aerodrome	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/24
Revenue	\$ 27,472	\$ 27,472	\$ 27,472	\$ 27,472	\$ 27,472	\$ 27,472	\$ 27,472	\$ 27,472	\$ 27,472	\$ 27,472	\$ 27,472
Operating expenses	\$ 104,826	\$ 104,826	\$ 107,447	\$ 110,133	\$ 112,886	\$ 115,708	\$ 118,601	\$ 121,566	\$ 124,605	\$ 127,720	\$ 130,913
Operating surplus (deficit)	\$ (77,354)	\$ (77,354)	\$ (79,975)	\$ (82,661)	\$ (85,414)	\$ (88,236)	\$ (91,129)	\$ (94,094)	\$ (97,133)	\$ (100,248)	\$ (103,441)
Overheads	\$ 29,764	\$ 29,764	\$ 29,764	\$ 29,764	\$ 29,764	\$ 29,764	\$ 29,764	\$ 29,764	\$ 29,764	\$ 29,764	\$ 29,764
Interest											
Depreciation	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
EBITDA	\$ (107,118)	\$ (107,118)	\$ (109,739)	\$ (112,425)	\$ (115,178)	\$ (118,000)	\$ (120,893)	\$ (123,858)	\$ (126,897)	\$ (130,012)	\$ (133,205)
EBIT	\$ (113,118)	\$ (113,118)	\$ (115,739)	\$ (118,425)	\$ (121,178)	\$ (124,000)	\$ (126,893)	\$ (129,858)	\$ (132,897)	\$ (136,012)	\$ (139,205)
Net surplus (deficit)	\$ (113,118)	\$ (113,118)	\$ (115,739)	\$ (118,425)	\$ (121,178)	\$ (124,000)	\$ (126,893)	\$ (129,858)	\$ (132,897)	\$ (136,012)	\$ (139,205)

Source: December 2023 Farm and Aerodrome Committee Report

APPENDIX

AERODROME + FARM COMBINED 10-YEAR FINANCIALS

- Aerodrome + Farm mostly shows a self-sustaining symbiotic relationship, except:
 - **Action:** By FY30/31, the 10 year plan forecasts a combined deficit, and further evaluation is required.
 - **Action:** Recommendation of a full review of costs and internal transfer pricing and how these are allocated.
 - **Action:** Develop commercial opportunities for the aerodrome business and separate accounting methodology

Farm + Aerodrome	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/24
Revenue	\$ 746,279	\$ 667,472	\$ 667,472	\$ 667,472	\$ 667,472	\$ 667,472	\$ 667,472	\$ 667,472	\$ 667,472	\$ 667,472	\$ 667,472
Operating expenses	\$ 419,176	\$ 430,762	\$ 430,157	\$ 439,785	\$ 449,655	\$ 459,771	\$ 470,141	\$ 480,769	\$ 491,663	\$ 502,830	\$ 514,275
Operating surplus (deficit)	\$ 327,103	\$ 236,710	\$ 237,315	\$ 227,687	\$ 217,817	\$ 207,701	\$ 197,331	\$ 186,703	\$ 175,809	\$ 164,642	\$ 153,197
Overheads	\$ 60,764	\$ 60,764	\$ 60,764	\$ 60,764	\$ 60,764	\$ 60,764	\$ 60,764	\$ 60,764	\$ 60,764	\$ 60,764	\$ 60,764
Interest	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629
Depreciation	\$ 56,000	\$ 61,000	\$ 61,000	\$ 61,000	\$ 61,000	\$ 61,000	\$ 61,000	\$ 61,000	\$ 61,000	\$ 61,000	\$ 61,000
EBITDA	\$ 266,339	\$ 175,946	\$ 176,551	\$ 166,923	\$ 157,053	\$ 146,937	\$ 136,567	\$ 125,939	\$ 115,045	\$ 103,878	\$ 92,433
EBIT	\$ 210,339	\$ 114,946	\$ 115,551	\$ 105,923	\$ 96,053	\$ 85,937	\$ 75,567	\$ 64,939	\$ 54,045	\$ 42,878	\$ 31,433
Net surplus (deficit)	\$ 141,710	\$ 46,317	\$ 46,922	\$ 37,294	\$ 27,424	\$ 17,308	\$ 6,938	\$ (3,690)	\$ (14,584)	\$ (25,751)	\$ (37,196)

Source: December 2023 Farm and Aerodrome Committee Report

SDC AERODROME

LAND TABLE COMPARISON

31ST MAY 2024

EAGLE
AVIATION CONSULTING



DRAFT & PRELIMINARY

BACKGROUND

- EAC analysed the aeronautical land allocations to inform the 2023 review of the 2011 Strategic review.
- Understanding the aeronautical asset in its totality enabled us to assess whether the earlier review had been sufficiently comprehensive, and whether that the asset was being employed in its best and most efficient manner in the interests of the Stratford stakeholders.
- This baseline then enabled the team to consider existing and potential future uses for the asset as well as ensuring that the 2023 strategic review provided a broad range of options for SDC to consider.
- The 2021-2031 and the 2024 to 2034 Property Asset Management plans identify council’s objective is to “maintain the aerodrome for use by the Stratford Community and other users”.
- Constraining the commercially and operationally efficient use of the aerodrome by allocating aerodrome land, at the expense of the aerodrome, to other activities undermines that objective.
- We agree that it is well within SDC’s purview to allocate areas of the aerodrome asset to non-aeronautical activities. However, EAC notes that early in our investigations Council provided ownership title information that aligns with public pronouncements referenced in our analysis.
- Council’s latest communication of land allocations are in part not supported by any new information, do not align fully with the designation, and appears to include non-aerodrome land.
 - As noted, our earlier analysis was supported by a range of documentation references and title information previously provided by Council.
 - Accordingly, EAC stand by our earlier analysis.
- Further analysis of SDC’s own committee reports and financial reports, as well as user interviews identified areas of opportunity and constraint.

BACKGROUND.../2

- The farm financial reports suggested impending negative financial outcomes which raised questions in our mind about the substantial allocation of aerodrome land to farm use. Combined with the poor fiscal performance of the aerodrome it appears that the best interests of all Stratford stakeholders may not be being met.
- EAC notes that the financials of the farm and contribution were unclear during the 2011 review and that EAC sourced Farm and Aerodrome minutes plus SDC forecasts to gain an understanding of the financial position.
- Our analysis of the financials from the farm and aerodrome committee suggests the farm has some form of liability exposure.
- There is a potential risk for Stratford if the loan for the farm business has been secured against the aerodrome land. Is this the case?
- Simply put, the farm derives its revenue opportunity from the use of a large allocation of aerodrome land.
- The net position to SDC doesn't need to change and any added value from the farm can pass through the aerodrome to SDC.
 - It likely raises a new question on the liability/financial viability of the aerodrome if a commercial tenant/s occupy aerodrome land? And,
 - Whether there is a crossover of any lossmaking or incurring debts (the farm) and obligations placed upon the aerodrome as a security? EAC do not know the answers to these questions.
 - There appears to be a debt incurred by the farming operation with details unclear on how this debt potentially encumbers the financials or liabilities of the aerodrome?
 - EAC notes that the financials of the farm and contribution were unclear during the 2011 review and that EAC sourced Farm and Aerodrome Committee minutes plus SDC forecasts to gain an understanding of the financial position.
 - The 2015 purchase of 50ha purchased for the benefit of the farm operation may create a risk if secured against the aerodrome. Is 50ha land purchased for \$2.5m, now worth \$2.3m according to latest valuations?
- Improved visibility of the financials would likely provide improved transparency and clarity of aerodrome performance as well as ensuring all stakeholders have confidence in the outcomes

NOTES ON LAND TITLES.../1

1. Attached tables compare EAC deductions from revisiting the Gazettes and Sara Flight's email with the 3 titles (attached slide).
2. EAC could not find an Order in Council, Proclamation, or other supporting information (authorising purchase) for the 1969 land acquisition included in the designation other than Gazetted details of the loan approvals.
 - i. This may not be unusual as the Local Authorities (Aviation Empowering) Act 1929 under which the initial parcels had been acquired had moved on by 1969.
 - ii. Similarly other local government Acts had become more flexible.
 - iii. The 1969 purchase of 37Ha, for example, would have been achieved under the Airport Authorities Act 1966 which repealed the 1929 Act and its subsequent amendments in 1960 and 1965.
 - iv. It is probable given the leeway the 1966 AAA provides local authorities that SDC was able to make the purchase decision on commercial reasons only requiring Treasury consent for the raising of a \$46,000 loan.
 - v. EAC does not have this information. EAC strategic review focused on the 2011 Aerodrome review.
3. There is an additional reconciliation issue with latest table advice for the titles or the land allocations in both the 2021-2031 (Section 3.5.6 Rental and Investment Properties Farm) and 2024-2034 (Section 3.5.18 - Council Farm) Property Asset Management Plans.
 - i. The variances in the plans are not substantial (10Ha) , however any reconciliation is further reinforced by the legal description in both Asset plans not aligning with the titles received
 - ii. • (Table 9-Aerodrome, in the 2024-2034 document).
 - iii. • Table 20 (Farm Information) identifies the Land Status as Fee Simple (probably the 50+ Ha in Sara's latest list) and for Aerodrome Purposes.
 - iv. **Council's latest position on the 4 land allocations is unsupported for 2 by any SDC evidence provided.**

Council Supplied Titles 13 Dec 2023 - validated with NZ Gazette references.							
Identifier	Legal Description	Purpose noted on title	Date	Area (Ha) noted on title	Actual area acquired in period	Reference Sources	Comments
TN116/65	Allotment 1 DP 2605	For establishing and maintaining an aerodrome	5-Feb-27	81.5619	201 acres, 2 roods, 7 perches	<p>1. - NZ Gazette #46, 21 Jun1934 Order in Council Consent to acquire land - Lot 1 DP2605, Part Section 104, Block II, Ngaire Survey District (201acre/2roods/7perches) and Part Lot 1, DP3176, Sections 103 & 104, Block II, Ngaire Survey District (40 acres).</p> <p>2. - Local Legislation Act 1935; SBC loan authorised for Allotment 1, DP2506, part of Section 104, Block II, Ngaire Survey District.</p>	The consent approval was for 241 acres, 2 roods,7 perches for an aerodrome site. The loan approval was for 201 acres, 2 roods, 7 perches. The title issuance date is shown as 1927 however the approval did not appear in the NZ Gazette until 1934 which suggests an error on the title.
TN140/52	Part Lot 1 DP 3176	For the purposes of an aerodrome	14-Aug-36	11.2806	27 acres, 3 roods, 20 perches	<p>1 - NZ Gazette #44, Jun 13 1935, Order in Council Aerodrome Loan Consent</p> <p>2 - NZ Gazette #46, 20 June 1935 SDC Notice to take land under the PWA;</p> <p>3 - NZ Gazette 27 June 1935 SDC Resolution setting rates for an aerodrome loan (NZP2000) 27 June 1935;</p> <p>4 - NZ Gazette #71/17 Oct 1935, Governor General Proclamation;</p>	This land was taken from Ms.E. O'Connor. The compensation value was disputed by Ms O'Connor.
TNB3/650	Part Lot 1 DP 3176	Not stated	22-Jan-69	36.877	91 acres, 20 perches	<p>1. - NZ Gazette #27, 8 May 1969 authorised pursuant to the Local Authorities Act 1956, an SBCspecial meeting resolution setting of a special rate to cover the annual charges of "Aerodrome Extension Loan 1969".</p> <p>2. - NZ Gazette #35 12 June 1969. Treasury consent to raising an "Aerodrome Extension Loan 1969"</p> <p>3. - Media reports</p>	In our draft document we referenced 36.86 Ha based on SDC advice that 119 acres was purchased from Ms.E.O'Connor. The 119 acres does not align with the 91.1 acres that constitute part of the designation area We could not find any Gazette references to the 119 acres but were able to align the 36.877Ha with the Aerodrome Extension Loan. The title does not specify the purpose and is also dated 6 months before the loan approval.
Total Ha				129.7195			This area and the titles align with that of the aerodrome designation

Council Supplied Table 02 May 2024 in response to Draft Review							
Identifier	Legal Description	Stated Purpose	Date	Area (Ha) noted on title		Reference Sources	Comments
	Lot 1 DP 489200	Registered aerodrome purposes		74.2245			No origin or timing references supplied by SDC with the response and unable to locate any NZ Gazette references for this legal description. A review of the 2021-31 and 2024-34 Property Asset Management Plans contains 4 Identifiers and two legal descriptions (TNB3/650 & TN140/52) for land that is identifiable as having been acquired for an aerodrome. The area here does not align with any of the titles for the aerodrome. Whether this is aerodrome land cannot be confirmed without further investigation. For example, TN116/5 of 81.5619Ha in area is greater than the alternative Lot data in SDC's latest advice here.
	Part Lot 1 DP 3176	Registered aerodrome purposes		11.2806	27 acres, 3 roods, 20 perches		No origin or timing references supplied by SDC in the response but this aligns with the NZ Gazette #46 1935 as the land taken from Ms.E.O'Connor by proclamation. Concur with this allocation.
	Part Lot 1 DP 3176	Registered aerodrome purposes - by Proclamation		36.877	91 acres, 20 perches		No origin or timing references supplied by SDC. This land was not taken by proclamation as noted in the SDC response but is identified as the land funded by loans referenced in 1969 NZ Gazettes #27 and #35. Agree with this allocation
	Lot 2 DP535724	Not stated		50.9292			Its not clear why SDC have included this parcel as it was not defined in our draft document. Believe this area relates to the a 53.11 Ha farm block purchased by SDC in 2015 to extend the existing farm and not for aerodrome expansion. An area was to be subdivided off this purchase and sold due to its unsuitability for farming. This area does not form part of the aerodrome designation and was not taken or purchased for aerodrome purposes.
Total Ha				173.3113			This area and the legal descriptions do not align with the titles provided earlier by SDC. Do not believe this is an accurate representation of the aerodrome land without further investigation.
Variance				(50.93)			Deduct 50.9292Ha non aero land
Balance				122.3821			The remaining area does not align with the designation of titles provided earlier.

NOTES ON LAND TITLES.../2

4. Points 2 & 3 in the email

- i. It is entirely within SDC's purview to decline to increase the aerodrome footprint.
- ii. EAC were appraised during the review in 2023 that:
 - there were potential aeronautical customers in the wings
 - a new charging regime was worthy of consideration, and that
 - economically, better use of the aerodrome asset was feasible.
- iii. The 2023 RFP scope did not include a full commercial business case, however EAC highlighted there were serious questions underlying the returns from their existing activities.
- iv. Regarding "if it is demonstrated that there are financial benefits to slightly increasing the footprint" omits to recognise the obligation that SDC has to act commercially with respect to their aeronautical assets - a factor that was carried over from the 1929 Act to the 1966 AAA.

5. The above raises an obvious question of whether SDC has a business case, or wishes to prepare one?

6. Point 4 in the email (following):

- i. It is clear in the 2024-2034 asset valuations that SDC classify the Aerodrome separately from the Aerodrome Farm (SDC terminology).
- ii. • SDC can choose not to answer the question however it doesn't change the classifications Council have allocated in the long term plan.
- iii. • In reality, Section 4 of the AAA 1966 allows SDC to add or dispose of assets as Council sees fit.
- iv. • However, it may be a matter of debate whether, while retaining ownership, Council can utilize the assets in less than a commercial manner?

7. From SDC's March 2024 Farm and [Aerodrome] minutes, EAC notes that Council has proposed an "*...amended Terms of Reference in Appendix 1 to this report be approved and become effective from 1 July 2024, AND the Farm and Aerodrome Committee is renamed the Farm and Investments Committee*". [Source: SDC 2024 - Agenda - Farm and Aerodrome - March – Agenda]

- Presumably, this means that consideration and actions will be given towards the best and most efficient use of the aerodrome asset?

Appendix

Email #1 of 2nd May 2024

From: Sara Flight
Sent: Thursday, May 2, 2024 2:44 PM
To: Simon Russell <simon@eagleavia.com>
Subject: FW: RE: Strategic development plan

Hi Simon

Hope your well.

We have held a workshop with Elected Members, can you please revise the draft strategic plan taking the below into consideration.

1.Council agrees to the purpose of all parcels being:

Legal Description	Parcel Area	Registered Aerodrome Purposes	Appendix Reference
Lot 1 DP 489200	74.2245 ha	Yes	Appendix 1
Part Lot 1 DP 3176	11.2806 ha	Yes	Appendix 2
Part Lot 1 DP 3176	36.8770 ha	Yes, by proclamation only	Appendix 3
Lot 2 DP 535724	50.9292 ha	No	Appendix 4
	173.3113 ha		

2.Council does not want to increase the current footprint of the Aerodrome, however, can do if it is demonstrated that there are financial benefits to slightly increasing the footprint.

3.Council is of the opinion that the farm makes money for the community and do not see how the expansion of the aerodrome could be as profitable.

4.Council will not answer the question – Is this land:

- A Farm with an Aerodrome; OR
- An Aerodrome with a Farm.

Kind Regards

Sara Flight
Property Officer

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Point 3. (Email #1 - 2 May 2024) “Council is of the opinion that the farm makes money for the community and do not see how the expansion of the aerodrome could be as profitable.”

4.3 In June 2023, Council Officers presented the draft Farm Business Report for 2023.

- **Council debt had increased by \$14,001 to \$1,965,100 during the 2022/23 year.**
- The Committee was asked to decide how much of the remaining \$169,882 net profit could be allocated to debt repayments.
- With interest rates increasing, it was recommended that a debt repayment continued to be made annually at a level that ensure debt was not higher than the previous year.

4.4 Council Officers informed the Committee that the 2022/2023 financial year hadn't been closed off and all invoices hadn't been accounted for, which meant the expenditure and net profit would change.

Expenditure would go up and available net profit would reduce.

Source: <https://www.stratford.govt.nz/repository/libraries/id:2cvuccag1cxbygm8445/hierarchy/SDC%20Agendas%20and%20Minutes/2024%20Agendas%20and%20Minutes/Farm%20%26%20Aerodrome/Agendas/Full%20Agenda%20Farm%20and%20Aerodrome%20-%20March%202024.pdf>

Email #2 of 2nd May 2024

From: Simon Russell
Sent: Friday, May 31, 2024 2:53 PM
To: Sara Flight <sflight@stratford.govt.nz>
Cc: elmassociates <elmassociates@outlook.com>; Grant Smitton (grant.smitton@greenstone.aero) <grant.smitton@greenstone.aero>
Subject: RE: RE: Strategic development plan

Hi Sara,

Hope the week has gone well. We've dialogued amongst ourselves on the land table this week and believe there are a number of discrepancies with the information in your earlier email.

I've marked an attached explanatory PDF as 'draft and preliminary' as the team haven't been able to meet in person this week with various commitments.

- We think the land title and use of Aerodrome raises more questions than we originally expected when EAC analysed the aeronautical land allocations to inform the 2023 review of the 2011 Strategic review.
- Understanding the aeronautical asset in its totality enabled us to assess whether the earlier review had been sufficiently comprehensive, and whether that the asset was being employed in its best and most efficient manner in the interests of the Stratford stakeholders.
- This baseline then enabled the team to consider existing and potential future uses for the asset as well as ensuring that the 2023 strategic review provided a broad range of options for SDC to consider.
- The 2021-2031 and the 2024 to 2034 Property Asset Management plans identify council's objective is to "maintain the aerodrome for use by the Stratford Community and other users".

Happy to discuss briefly on a call once you've read through the material next week, if that is helpful?

Cheers
Simon

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Appendix 2: Key Safety and Operational Recommendations

	Recommendations	Commentary	Officers Comments
1	Ensure future use and development of the Aerodrome gives adequate consideration to any potential impacts to the safety of aerodrome operations with a "glint and glare" assessment provided by farm developer.	<ul style="list-style-type: none"> • This relates to any future solar panels at the farm/aerodrome. • Civil Aviation Authority (CAA) regulations have not been developed as yet, however Hamilton, Gisborne, and Christchurch airports have installed solar farms 	Officers note and will action at the appropriate time
2	Review ground lease arrangements for 'at risk' hangars and develop options to reposition or remove.	<ul style="list-style-type: none"> • Hangar encroachment on airfield could limit current and future use. • Future development applications should properly consider the appropriate location of future hangars to avoid this risk. 	Current runway used is not limited by the hangar encroachment. However, risk noted and will be included in the Risk Register.
3	Evaluate cost and impact to remediate/resurface the airstrip Note: Different scenarios may cover an improved runway strip.	<ul style="list-style-type: none"> • Degraded airstrip condition during wet weather or after heavy operational use (topdressing) 	Current Risk number 10 on the Aerodrome Risk Register, updated accordingly.
4	<ul style="list-style-type: none"> • Remove lighting symbols and reference to lighting from AIP NZSD AD.2.51.1 (No. 5, Slide 30) • Determine appropriate distance from runway for lighting installation 	<ul style="list-style-type: none"> • Airfield current lighting presents an obstacle with a 'protective' tyre surround, however many lights are inoperable or damaged, and manually operated. • Different scenarios may cover an improved runway strip 	The lights are currently not operable. Responsibility to repair/replace damaged lights sits with the Aerodrome Users.
5	Aircraft pilots using Stratford Aerodrome should be alerted to the potential for vehicles crossings during aircraft movement, and farm road users should also be instructed about the risks and to adhere to the signage instructions.	<ul style="list-style-type: none"> • Potential for large farm machinery to pass across the runway ends during flight operations is reasonably high. 	<ul style="list-style-type: none"> • There is also potential for farm operations to be disrupted during aerodrome operations where the sharemilkers have not been informed prior to the operation. • The Aerodrome Risk Register has been updated accordingly. • The Farm Risk Register will be updated accordingly to capture this risk. • The Aeronautical Information Publication will be updated to include a note to pilots of potential vehicle crossings. • Signage will be installed at approved locations on the ground.

	Recommendations	Commentary	Officers Comments
6	<p>Aircraft pilots using Stratford Aerodrome should be alerted to the potential for vehicle crossings during aircraft movement, and farm road users should also be instructed about the risks and to adhere to the signage instructions.</p>	<ul style="list-style-type: none"> • Potential for runway incursion by farm animals occurs at present, and is a risk/hazard to outbound/inbound aircraft. • Aeroclub currently required to check for animals on the runway 	<ul style="list-style-type: none"> • There is also potential for farm operations to be disrupted during aerodrome operations where the sharemilkers have not been informed prior to the operation. • The Aerodrome Risk Register has been updated accordingly. • The Farm Risk Register will be updated accordingly to capture this risk. • The Aeronautical Information Publication will be updated to include a note to pilots of potential vehicle crossings. • Investigate signage at approved locations on the ground. • Officers to reiterate to Sharemilkers about the risk of aeroplane landing during farm operation. • Require sharemilker to observe aerodrome operational requirements and ensure animals do not enter during operations.
7	<p>Remediate and repair runway drainage to enable water flow, and minimise hazard from soft patches in wet weather and raised surfaces during dry months</p>	<ul style="list-style-type: none"> • Aeronautical Information Publication (AIP) document NZSD AD.2-51.1 notes a CAUTION that there are soft patches on runways during winter months. The reported presence of soft patches after wet weather on R09/27 suggests that the drainage system may not be performing to design or has failed. • EAC understand from aerodrome users interviewed in the course of this review that the drainage system which comprises metal retainers filled with drainage material is ineffective during the winter months, and requires significant repair • • Notifications to Airmen (NOTAM) to be issued when runway conditions inhibit safe operation. Note: Pilot is airborne and approaching runway and unable to determine suitability of runway surface. 	<ul style="list-style-type: none"> • Officers note this comment. • Will investigate the possible programming of the necessary works in due course. • If runway condition is unsuitable, a NOTAM should be issued. • It is also the responsibility of the pilot to read the AIP and before approaching the Stratford Aerodrome.

	Recommendations	Commentary	Officers Comments
8	Remedy apron turning area with aggregate or similar to enable all weather usage for all operators.	<ul style="list-style-type: none"> Fertiliser bins located at R09 start for agriculture spreading operations present an unformed platform that is prone to damage during wet weather operations and impacts other aerodrome users 	<ul style="list-style-type: none"> Council Officers to investigate remedial work options Fertiliser operations to not compromise the OLS and other operations.
9	At next District Plan review, review OLS requirements with the applicable AC139.	<ul style="list-style-type: none"> OLS is not consistent with AC 139 	Officers note and will follow through at the appropriate time.

DECISION REPORT



F16/1234 – D24/39072

To: Policy and Services Committee
From: Property Officer
Date: 24 September 2024
Subject: Stratford Aerodrome Revenue Potential Report

Recommendations

1. THAT the report be received.
2. THAT the Committee approves and adopts the **Stratford Aerodrome Revenue Potential** report and its recommendations, as prepared by **Eagle Aviation Consulting** and dated **July 2024**, to support further development considerations at the Aerodrome.
3. THAT the Committee authorises the Chief Executive to enter into negotiations with the commercial operator proposing the establishment of an aircraft operation at the Aerodrome.

Recommended Reason

The Eagle Aviation Consulting report will guide Officers to progress the proposal presented by a commercial operator to establish an aircraft operation at the Aerodrome.

/
Moved/Seconded

1. Purpose of Report
 - 1.1 To seek the Committee's approval to adopt the **Stratford Aerodrome Revenue Potential** report, prepared by **Eagle Aviation Consulting** and dated **July 2024**, and its recommendations, to support further development considerations at the Aerodrome.
 - 1.2 To seek the Committee's authorisation for the Chief Executive to enter into negotiations with the commercial operator proposing the establishment of an aircraft operation at the Aerodrome.
2. Executive Summary
 - 2.1 A commercial operator has presented a proposal to Council to lease an area of land at the aerodrome for the construction of a hangar and associated infrastructure to establish aircraft operations.
 - 2.2 Officers engaged Eagle Aviation Consulting (EAC) to assess the proposal presented to Council, to determine its feasibility and potential implications. The findings of the subsequent EAC report were presented to Elected Members at a workshop in July 2024.
 - 2.3 The EAC report essentially confirmed the feasibility of the proposal and highlighted the safety and operational requirements necessary to ensure the successful establishment of the proposed aircraft operation.
 - 2.4 If adopted, the EAC report will guide Officers in negotiations with the commercial operator to facilitate the establishment of the aircraft operation at the Aerodrome.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the Council’s purpose is to “enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future”			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:			Yes
Social	Economic	Environmental	Cultural
X	X		

4. Background

- 4.1 The Stratford District Council owns 173.3 ha of land on Flint Road East. A total of 132 ha is used as effective farmland and a further 22.9 ha for riparian planting and races. The remaining is Aerodrome land, of which approximately 12 ha is used operationally as Aerodrome land, with a 6.4 ha buffer as Aerodrome land that is currently grazed by the Sharemilker.
- 4.2 A Commercial operator has presented a proposal to Council to lease 0.39 ha of land at the aerodrome for the construction of a hangar and associated infrastructure to accommodate helicopter operations. The area of land sits outside the aerodrome footprint, which part of farmland.
- 4.4 The proposal indicates that the existing farm race and gate entry to the fertiliser bin will be used, to gain access to the hangar.
- 4.5 The proposed operations include:
- Helicopter flight training, agricultural/aerial work, and adventure tourism.
 - Helicopters operating from the site could include a Robinson R44 II Raven.
- The operator anticipates there may be additional units over time.
- 4.6 Council Officers engaged EAC to assess the proposal to:
- Understand and document the scope of the proposal.
 - Assess the feasibility of the proposed location.
 - Recommend the most suitable location, if the proposed is not feasible.
 - Assess the operational and safety impacts of the proposal on all existing Aerodrome users and farm operation.
 - Suggest operational and safety rules to be imposed on all Aerodrome users, should the proposal become a reality.
- 4.7 EAC have provided a report (**Appendix 1**) which answers the following key questions:
- What's the best location for the proposal?
 - What are the safety issues inherent in the suggested location?
 - How will this proposal affect the location of the fertiliser bins and what would be the relocation cost if applicable?
 - How would the proposal impact the operations of the farm and the users of the aerodrome?
 - What should the annual lease/rental for the land be?

Key report findings

- 5.1 The report has evaluated alternative locations (**Figure 1**) and recommends option 1, being the location proposed by the commercial operator, as the best location for the proposal. This is subject to design finalisation and Council approval.



Figure 1: Location of proposal (Option 1) and alternative (Option 2).

- 5.2 While no safety issues were highlighted in the report, as long as the location is as shown in **Figure 1**, it recommends separating helicopter and general aviation activities as an appropriate safety measure given the different modes of operation.
- 5.3 While the EAC report suggests that the proposal will not affect the current location of the fertiliser bins, it highlights that competitor airfields/airstrips on farms apparently have covered bins and all-weather runway capability. The EAC report further suggests that (from initial telephone interviews with Ravensdown Fertiliser and Aerowork, who are the users and operators of the fertilizer bins) Stratford aerodrome's main runway could be enhanced to support all-weather flying.
- 5.4 In terms of the proposal's impact on farm operations the EAC report concludes that:
- The farm would lose 0.39ha of grazing land, which is equivalent to approximately \$2,000 in revenue. The farm would need to purchase more feed as a result.
 - Access to the proposed hangar would be via the farm race. This will create a conflict between sharemilker (herd accessing the milking shed) and operator.
 - The access (farm race) will need more maintenance due to higher vehicle usage.
 - Access to the proposed hangar will be restricted as the sharemilker fences off parts of the race when shifting cows.
- 5.5 The aircraft operation proposal is expected to generate revenue for Council through a ground lease charge.
- 5.6 Officers suggest that, before Council can fully commit to the proposal, there is a need for further negotiations to occur with the commercial operator, to understand the finer details and the proposed implementation timeframe. Therefore, this report seeks authorisation for the Chief Executive to enter these negotiations.
- 5.7 Staff propose to trial shared use of the race as proposed but allow for a separate driveway and associated cost allocation in any lease. Race maintenance could be considered as a separate cost in the lease until a separate driveway is created (if ever) although the fairness of this would have to be weighed up against the provision of driveways as part of the lease for the existing hangars.
6. Consultative Process
- 6.1 **Public Consultation - Section 82**
- As this is a commercial matter relative to Council's property that has no public impact, public consultation is not required. Consultation with the sharemilker is required and consultation with aerodrome users is advisable.
- 6.2 **Māori Consultation - Section 81**
- No maori consultation is required.
7. Risk Analysis

7.1 This report relates to the following risks in the Council's Risk Register:

Risk 59 – Reputational and Conduct. If Council's non-core activities (farm, aerodrome) operate in a way that has the potential for non-compliance with the law or potential for financial loss then there may be legal, financial, environmental and health and safety implications.

Risk 83 – Health, Safety and Wellbeing. Aerodrome unsafe conditions. If Council fails to carry out its legislative responsibilities to ensure aircraft movements are restricted or prohibited in unsafe conditions/areas of the aerodrome, then lives could be at risk and property damaged.

8. Sustainability Consideration

8.1 No Sustainability consideration required.

9. Decision Making Process – Section 79

9.1 Direction

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	This report forms part of council establishing the strategic direction of two of its assets.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	The recommendations in this report will impact on Councils current and future infrastructure requirements.

9.2 Data

The recommendations are based on the EAC report attached in Appendix 1.

9.3 Significance

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long Term Plan?	No	
Is it:	No	
• considered a strategic asset; or	No	
• above the financial thresholds in the Significance Policy; or	No	
• impacting on a CCO stakeholding; or	No	
• a change in level of service; or	No	
• creating a high level of controversy; or	No	
• possible that it could have a high impact on the community?	No	

In terms of the Council's Significance Policy, is this proposal of high, medium, or low significance?		
High	Medium	Low
		✓

9.4 Options

Option 1: Council decline's the report.
This is not preferred as this might remove the Council of the potential to further develop the asset and associated revenue.

Option 2: Council approve and adopt the Eagle Aviation Consulting report.
This option allows Council to develop and grow an asset for the Stratford community.

9.5 Financial

There is no financial impact for this report.

9.6 Prioritisation & Trade-off

There is no prioritisation or trade-off in relation to this report and no value in deferring the proposal.

9.7 Legal Issues

There are no legal issues inherent herein.

9.8 Policy Issues - Section 80

There are no policy issues inherent in this proposal.

Attachments

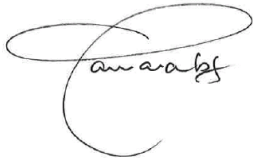
Appendix 1 - Stratford Aerodrome Revenue Potential Report.



Sara Flight
Property Officer



Steve Taylor
Project Manager



[Endorsed by]
Victoria Araba
Director - Assets



[Approved by]
Sven Hanne
Chief Executive

Date 17 September 2024



STRATFORD AERODROME STRATEGIC DEVELOPMENT PLAN REVIEW

DRAFT 15TH DECEMBER 2023

FINAL 21ST JUNE 2024

RFx ID :28361427

Reference # :PY2211

EAGLE
AVIATION CONSULTING

IMPORTANT NOTICE - DISCLAIMER

- This review is based on information in the public domain and provided by Stratford district Council (SDC) to Eagle Aviation Consulting (EAC) to enable a review of pre-existing information:
 - actual results or performance may differ materially from these statements;
 - includes statements relating to past performance, which should not be regarded as a reliable indicator of future performance; and
 - may contain information from third parties believed to be reliable; however, no representations or warranties are made as to the accuracy or completeness of such information.
- SDC may elect to obtain additional detailed consent and design work for a future project, or projects, at its own discretion and should seek detailed and expert advice to proceed.
- Information in this presentation:
 - is provided for general information purposes only,
 - remains the prerogative of SDC to determine if any decisions that may be required to made on any options.
 - may include forward-looking statements about Stratford Aerodrome and the environment in which it operates which are subject to uncertainties and contingencies outside of SDC and EAC control.
- All information in this presentation is current at the date of this presentation unless otherwise stated.
- Since the original draft of 15 December 2023 was submitted SDC have provided new information and requests via email. EAC has reviewed that information and incorporated amendments where appropriate.
- There may be additional further information that EAC was unaware of at the time of producing this final report.
- The EAC Presentation may not be relied upon by SDC, and any use of, or reliance on that material is entirely at their own risk.
- EAC shall have no liability for any loss or damage arising out of any such use.

INTRODUCTION

STRATFORD DISTRICT COUNCIL (SDC) REVIEW OBJECTIVES

- In 2011, SDC engaged an aviation consultant to prepare a Strategic Development Plan for the aerodrome.
- In late 2023, SDC sought to understand ongoing demand for hangar sites and options to grow the aerodrome,
- SDC has approved a review of the aerodrome plan from 2011, with the intention to re-evaluate current infrastructure, business issues, future development, and potential utilisation.
 - Consideration of the alignment of the Strategic Development Plan with current regulations.
 - An updated strategic report with its recommendations will be used by staff in future planning of the aerodrome.
- A review will need to consider estimates for future projects that can be included in the draft 2024/34 Long Term Plan as well as definitive timetabling of such works (as may be applicable).
- Accordingly, SDC engaged an experienced, capable, and expert aviation consultant firm to independently review the previous 2011 plan and identify options for current operations and future growth areas.

INTRODUCTION

APPROACH

- The review of the existing Aerodrome Strategic Development Plan considered the following:



1. An overview of the current aerodrome infrastructure and facilities and issues arising therefrom.



2. Identification and a high-level assessment, including a SWOT analysis of the potential aerodrome development and business opportunities.



3. With each potential activity, development and business opportunity, identified if the current aerodrome footprint can accommodate a 10-year growth.



4. Alignment of the Aerodrome Strategic Development Plan with current regulations.

- EAC research and expertise is evidence-based, pragmatic and realistic for this assignment:



- Understand SDC needs and return on investment required from the aerodrome **land**.



- Understand current stakeholder aspirations and plans for growth – **external and internal**.



- Define constraints and risks.



- Provide a vision for future operations and revenue potential over a 10-year horizon, and beyond.



EXECUTIVE SUMMARY 1/3

- Confusion over status: Aerodrome with a farm or farm with an aerodrome. SDC will not answer this question ¹.
- All land acquired and designated as an aerodrome is split between aeronautical use (17Ha) with the balance currently utilised as a farm.
- Stratford has many farms but only one aerodrome: finding a solution to make the aerodrome self-sufficient should be a priority if Stratford wants to keep the aerodrome for the purposes for which the land was originally acquired or purchased and for the purposes and objectives outlined in the 2024-34 Property Asset Management plan.
- Aerodrome provides some economic diversity for Stratford with the potential for more.
 - Farm appears to be carrying debt, however EAC are not privy to the terms or conditions that created this liability for the aerodrome land.
 - The aerodrome is not currently self-sustaining and the combined farm and aerodrome forecasts predict an ongoing combined operating deficit.
- A review of farm and aerodrome finances should be undertaken to ensure all costs and revenue are being correctly and fairly allocated to each activity.
- Introduce more commercial activity into the aerodrome, including cost recovery for topdressing. Current constraints (land area, leases, topdressing activity, concrete pad for refilling top-dresser, milking shed proximity, roadway) have the potential to inhibit the full revenue potential of the aerodrome land being achieved.
- Stratford has the potential to be a service centre for the districts nearby. This may have strategic revenue potential and aerodrome support air operations by introducing more commercial activity into the aerodrome.
 - Operations of the farm and the aerodrome are currently limiting each other.
 - Review of land use. Further investigation of land needed for optimal aerodrome layout and how the farm model supports the Stratford aerodrome.
 - Investigate alternative land use options and test against the farm and aerodrome use model. This option requires further work.

¹ On 2nd May 2024, EAC were advised by email that SDC would not answer this question. See Appendix.

EXECUTIVE SUMMARY 2/3

- Technically under the Airport Authorities Act, the aerodrome must operate commercially.
- Neither the aerodrome or farm appear to be charged at cost of capital Is it “at” or “a” or is it something like income does not appear to reflect inclusion of a cost of capital??
- Aerodrome management – potential to investigate models to outsource, council becomes landowner only and collects rent.
- Possible land use alternatives:
 1. Convert all land to farm: – could be issues with original acquisition purposes and land use designation.
 2. Re-align farm and aerodrome use land: – solve issues where farm and aerodrome use are in close proximity.
 3. Right size aerodrome and lease excess aerodrome land, just collect rates and rent: - remove complexity of running a farm business from the council
 4. Partial sell-down and/or residential sub-division into an aero park: - cash flow to pay down debt, new rates revenue, revitalise the aerodrome.
 5. Allow increased aerodrome development: - introducing new operators such as the helicopter proposal would bring in additional revenue.
 6. Evaluate aerodrome zoning to permit other commercial and industrial uses.
- **New revenue potential** either on a fully costed basis or incremental over time to minimise “shock” if not already.
 - Charge landing and parking fees for visiting aircraft and training organisations, Charge a fee for ‘touch and go” operations, particularly Topdressing
 - Introduce separate commercial and non-profit club ground lease rental and operations pricing mechanisms.
 - Agricultural aircraft operations could generate more revenue with improved fertiliser bins, loading area, and runway conditions.
 - Establishment of a CCO or operating concession.
 - Strategic Review is to update the 2011 review and provide options.for Council

EXECUTIVE SUMMARY 3/3

- EAC uncovered differences in opinion ranging from the 2011 Airbiz report findings to accounting treatments and strategic value of aerodrome, however no matter what option is preferred, re-structuring of the aerodrome and farm financially and physically is required.
 - Both the aerodrome and farm should be independently viable no matter the structure.
 - Review commercial opportunities for the aerodrome; vital for sale or to retain.
 - Review of the farm sharemilking deal; essential to determine if this is the best use of capital/land and compare to other options.
 - Review if there is an improved land use layout; for example, current milking shed on the 75m safety boundary and cattle moving close to runway is not ideal.
- The best option identified for SDC appears to be a Council Controlled Organisation (CCO) with the least favourable option as offloading the aerodrome while continuing to operate the balance of the land as a farm “as is“.
- Other options tested could also be viewed as intermediate steps with decision points prior to a CCO evaluation or exit conclusion.
- In May 2024, Council advised it will not answer the question whether “Is this land: • A Farm with an Aerodrome; OR An Aerodrome with a Farm?”
- As at June 2024, EAC are unaware of the circumstances leading to liabilities incurred for the farm/aerodrome balance sheet.
- Subsequent to 15th December Draft report, EAC were advised, “*Council does not want to increase the current footprint of the Aerodrome, however, can do if it is demonstrated that there are financial benefits to slightly increasing the footprint.*”. Email 2nd May 2024.
- Further work is required to define the available benefits and to assess the real market opportunities and to demonstrate the feasibility of achievable financial benefits for aerodrome operations in lieu of present speculative conclusions. EAC would be pleased to assist SDC in that effort to identify specific options and benefits for Council.

BACKGROUND

STRATFORD AERODROME IS ONE ELEMENT OF A NETWORK OF AIRPORTS IN THE REGION

- Stratford District Council is the owner of Stratford Aerodrome, a non-certificated general aviation aerodrome located at Flint Rd E, 4.9km (7 minutes) driving distance from the Stratford District Council (SDC) office in Stratford township.
- The Stratford Aerodrome is one of four complementary airports in the region. The other three aerodromes comprise
 - **New Plymouth Airport** a certificated airport serving multiple national ports. New Plymouth Airport is owned and operated by the New Plymouth District Council
 - **Hawera Airport**, a non-certificated general aviation aerodrome located between Hawera and Normanby townships, owned by the Hawera Aero Club; and,
 - **Norfolk Aerodrome**, a privately owned non-certificated general aviation aerodrome near Inglewood township, a base for the North Taranaki Aero Club.
- Stratford is located roughly halfway between New Plymouth and Hawera. Stratford Aerodrome is situated approximately 43km (33minutes) driving distance from New Plymouth Airport, 30km from Hawera Airport, and 20km from Norfolk Aerodrome.
- Stratford Aerodrome comprises an area of approximately 17.7 Ha and includes two grass surfaced runways. The aerodrome sits within a larger land area of 130 Ha designated for aerodrome purposes with approximately 113Ha currently utilized for SDC controlled farming activities.

BACKGROUND

.../2 STRATFORD AERODROME IS ONE ELEMENT OF A NETWORK OF AIRPORTS IN THE REGION

- Revenues for aerodrome use are largely derived from ground leases levied on the tenants of a number of hangars on the aerodrome.
- Approximately 55% of movements are performed by recreational microlight aircraft and 24% by fixed wing aircraft.
- Ownership of the hangars is held by the tenants subject to the lease terms with hangar ownership and maintenance responsibilities for the hangars transferring to SDC upon lease termination.
- Council staff mow the runways on a regular basis and the contractor reports any issues arising to Council's Property Officer who also undertakes quarterly Aerodrome User Group meetings to maintain operational oversight and address property related matters.
- Council also retains a comprehensive Risk Register.

BACKGROUND

AERODROME PLANNING

AERODROME

1.1 What We Do

Council owns the aerodrome to make provision for local air transport, recreation and light commercial. The aerodrome is situated at Flint Road and has two grassed runways.

1.2 Why We Do It

This activity contributes to the community outcomes of:

- Outstanding Leadership
- Affordable, Quality Services and Infrastructure
- Strong Community
- Smart, Vibrant and Prosperous District
- Stratford District as a unique destination
- Financial Strength
- Growth

1.3 Significant Negative Effects

This activity does not create any negative effects apart from noise around the aerodrome. The aerodrome is located in the rural area and Council owns the farm surrounding the aerodrome which serves as a buffer zone.

- Throughout New Zealand many council owned aerodromes are generally identified per RMA guidance as “network utilities” and included within Regional plans and policies as critical infrastructure.
- EAC were unable to locate any references in the Taranaki regional policy statements with respect to Stratford Aerodrome.
- The District Council’s Long Term Plan (2018-2028) classifies the aerodrome as a community service and states the following [on left].
- EAC note there is a 2024-2034 Long Term Plan under consideration at present. Have the underlying objectives and contributions changed?
- Local Authorities with designations over their aerodrome facilities typically include outline plans, schedules of permitted activities, land use controls, and linkages to other designations such as aerodrome related obstacle clearance overlays

BACKGROUND

SCHEDULE OF DESIGNATIONS

*Appendix 1: Designations
Stratford District Plan
February 2014*

REQUIRING AUTHORITY: STRATFORD DISTRICT COUNCIL continued

Planning Map Site Number	Underlying Zoning	Valuation No.	Location	Legal Description	Gazette Reference	Area (ha.)	Purpose Of Designation
D35	Rural		Victoria Road	Part Sections 4 and Section 5 of Block II, Ngaere SD		3.925	Refuse Tip
D36	Rural		Esk Road	Lot 1 of DP 2605 and Lot 1 of DP 3176, Block II, Ngaere SD		129.72	Aerodrome
D37	Rural		Victoria Road	Lot 1 DP12300		5.491	Proposed Refuse Tip
D38	Rural		Victoria Road	Lot 1 DP9529 Pt Lot 9 DP1942		2.0968	Proposed Oxidation Ponds
D39	Adjoining zoning		Existing legal roads and road reserve	Existing legal roads and road reserve			District Council Rooding
D40	Rural		Victoria Road	Section 7 and 8 of Blk II Ngaere SD		9.686	Oxidation Ponds
D41	Rural	12031/167.00	Cardiff	Lot 1 DP7023 Blk I Ngaere SD			Water Treatment Plant
D42	Rural	12001/231.01 12001/231.02	Midhirst	Lot 7 DP14836 Blk XIII Huiroa SD Lot 6 DP14836 Blk XIII Huiroa SD			Midhirst Water Supply Reservoir
D43	Rural	12021/138.01 12021/163.00	Toko	Lot 1 DP14980 Blk III Ngaere SD Lots 1 & 2 DP15670 Blk III Ngaere SD			Toko Water Supply

Table 1

- The schedule of designations under the SDC District Plan includes the aerodrome at map reference D36 (Table 1 left).
- The table’s map reference and purpose of designation applies the aerodrome purpose over 130Ha which comprises an area of land allocated (17Ha) to the aerodrome with the balance(103Ha) allocated to an SDC farming operation.
- Thus there is ample land designated for aerodrome purposes available for conversion from farming to aeronautical activities as new aerodrome users or aviation related and associated industrial or commercial activity enters the community.
- Overflight obstacle clearance controls are included in Appendix 7, Section 7.3 Stratford Aerodrome Protection Control.(pages 398 and 409). They are not specified in the designations schedule.



1. CURRENT SITUATION





CURRENT SITUATION – ACTIONS UNDERTAKEN

- ✓ ■ Reviewed the history of Stratford Aerodrome and mission
- ✓ ■ Researched SDC minutes
- ✓ ■ Analysed current status of the Aerodrome and related entities
- ✓ ■ Interviewed aerodrome users
- ✓ ■ Evaluated the 2011 Strategic Development
- ✓ ■ Assessed the status of the review recommendations
- ✓ ■ Analysed current airfield utilisation and aircraft movements
- ✓ ■ Developed a future look and strategic perspective, with options and actions

CURRENT SITUATION – HISTORY OF AERODROME

- The Local Authorities Empowering (Aviation Encouragement) Act 1929 empowered the then Stratford Borough Council to purchase land for aerodrome purposes and several parcels were purchased with loan funding authorised under the Local Bodies Loans Act 1926. One parcel was also taken for aerodrome purposes by a 1935 Proclamation under the Public Works Act. The 1929 Empowering Act authorised the setting of charges and rules.
- **The 1935 Legislation Act exempted SBC from the requirement to poll the community with respect to the purpose and rate setting.**
- The Aerodrome officially opened in 1937, first clubhouse 1939.
- **SDC purchased an additional 36.8ha of surrounding farmland in 1969 to facilitate runway extensions with a loan authorized by the Local Authorities Loans Board.**
- **The 130ha of land acquired for aerodrome purposes is designated for that purpose in the District Plan.**
 - Only 17.7Ha is allocated to the aerodrome operation with the balance of land allocated to the SDC controlled farming operation. Revenue generated by the farming operation is allocated to SDC purposes other than the aerodrome for which the underlying land was acquired. Aerodrome tenants pay rentals.
 - The aerodrome operations are marginal due to insufficient land allocation to sustain commercial development and viable operations. Insufficient runway maintenance that constrains operations in inclement weather and a priority to farming operations are also inhibitors to effective use of the aerodrome facility.
 - Aerodrome tenants lease hangar land however additional land area for tenant expansion is limited to within the current 17.7Ha aerodrome land allocation. The 2011 hangar layout recommendations, if adopted, have the potential to constrain aerodrome operations further.
 - The allocation to farming of land not required imminently for the aerodrome operations is a practical approach. **However, given the purposes for which the land was acquired or taken in addition to the underlying designation, the release of land to support commercial rather than non-profit development would improve the viability of the aerodrome and should be a standard policy.**
 - **At present the current aerodrome land allocation and farm revenue allocation constrains SDC from achieving the goals for the aerodrome outlined in the Long Term Plan 2018-2028, and update for 2024-2034.**
 - Any farm revenue could be argued as belonging to the aerodrome entity.
 - Any decisions or changes to the aerodrome operation and charging regime could be challenged by the aerodrome users.
 - **The likelihood of an increasing burden absent restructuring going forward is high.**

BACKGROUND

CURRENT SITUATION - THE AERODROME LAND ORIGINS – SEE ALSO APPENDIX

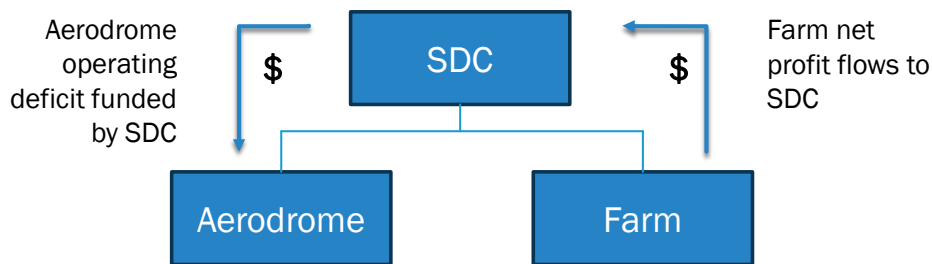
- To adequately assess the allocation of land to aerodrome activities relative to the total amount of land available for aerodrome operations (acquired for aerodrome purposes) EAC took advice from SDC staff, reviewed legislation, Council meeting reports and user feedback. This work informed and enabled EAC to objectively consider all options.
- EAC also sought to resolve misunderstandings arising from anecdotal and inaccurate historical newspaper reporting on the aerodrome history.
- Legislation reviewed included the;
 - The Local Bodies Loans Act 1926
 - The Local Authorities Empowering (Aviation Encouragement) Act 1929 (authorised SBC to acquire 201 acres, 2 roods, 7 perches to establish an aerodrome)
 - Local Legislation Act 1935 (Authorising SBC to raise a loan to repay monies borrowed from the General Account to fund in part the 201 acres acquired to establish an aerodrome). This legislation waived the requirements to consult with ratepayers on the proposal.
 - NZ Gazette 71/1935 (Taking of land under the PWA 1928 by Proclamation)
 - NZ Gazette 27/1969 (Aerodrome Extension Loan and rateable value setting)
- EAC revisited the land allocations following advice from SDC and made corrections that we are confident reflects the origins of the designated aerodrome area. The table reflects the results of that further investigation.
- EAC noted also that SDC’s 2024-34 Property Asset Management plans confirm Council’s intention to “maintain the aerodrome for use by the Stratford Community and other users”.
- Current constraints (land area, leases, topdressing activity, concrete pad for refilling topdressing aircraft, proximity to milking shed and roadway) have the potential to inhibit the full revenue potential of the aerodrome land being achieved.

Council Supplied Titles 13 Dec 2023 - validated with NZ Gazette references

Identifier	Legal Description	Purpose noted on title	Date	Area (Ha) noted on title	Actual area acquired in period	Reference Sources	Comments
TN116/65	Allotment 1 DP 2605	For establishing and maintaining an aerodrome	5-Feb-27	81.5619	201 acres, 2 roods, 7 perches	1. - NZ Gazette #46, 21 Jun 1934 Order in Council Consent to acquire land - Lot 1 DP2605, Part Section 104, Block II, Ngaire Survey District (201acre/2roods/7perches) and <u>Part Lot 1, DP3176, Sections 103 & 104, Block II, Ngaire Survey District (40 acres).</u> 2. - Local Legislation Act 1935: SBC loan authorised for Allotment 1, DP2506, part of Section 104, Block II, Ngaire Survey District.	The consent approval was for 241 acres, 2 roods, 7 perches for an aerodrome site. The loan approval was for 201 acres, 2 roods, 7 perches. The title issuance date is shown as 1927 however the approval did not appear in the NZ Gazette until 1934 which suggests an error on the title.
TN140/52	Part Lot 1 DP 3176	For the purposes of an aerodrome	14-Aug-36	11.2806	27 acres, 3 roods, 20 perches	1 - NZ Gazette #44, Jun 13 1935. Order in Council Aerodrome Loan Consent 2 - NZ Gazette #46, 20 June 1935 SDC Notice to take land under the PWA; 3 - NZ Gazette 27 June 1935 SDC Resolution setting rates for an aerodrome loan (NZP2000) 27 June 1935; 4 - NZ Gazette #71/17 Oct 1935. Governor General Proclamation;	This land was taken from Ms.E. O'Connor. The compensation value was disputed by Ms O'Connor.
TNB3/650	Part Lot 1 DP 3176	Not stated	22-Jan-69	36.877	91 acres, 20 perches	1. - NZ Gazette #27, 8 May 1969 authorised pursuant to the Local Authorities Act 1956, an SBCspecial meeting resolution setting of a special rate to cover the annual charges of "Aerodrome Extension Loan 1969". 2. - NZ Gazette #35 12 June 1969. Treasury consent to raising an "Aerodrome Extension Loan 1969" 3. - Media reports	In our draft document we referenced 36.86 Ha based on SDC advice that 119 acres was purchased from Ms.E.O'Connor. The 119 acres does not align with the 91.1 acres that constitute part of the designation area We could not find any Gazette references to the 119 acres but were able to align the 36.877Ha with the Aerodrome Extension Loan references in the Gazette. The title does not specify the purpose and is also dated 6 months before the loan approval.
Total				129.7195			This area and the titles align with that of the aerodrome designation

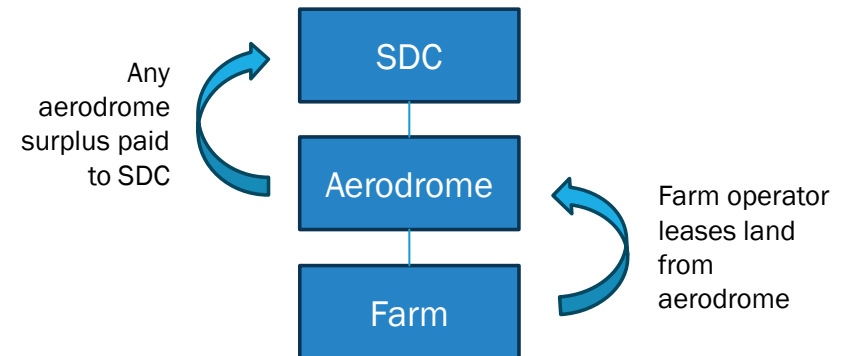
AERODROME ENTITY BUSINESS MODEL

Current – transparency of total revenue for land



- Assumes the farm is a separate entity to the aerodrome.
- Farm profit and aerodrome deficit directly impact the council general operating account.

Potential - opportunity to restructure land use



- Land designated in the land registry as aerodrome only, therefore farm use could be considered as a sub-entity (ancillary revenue) of the aerodrome and should lease the land from the aerodrome at market rate?

2011 STRATEGIC DEVELOPMENT REVIEW RECOMMENDATIONS.../1

- EAC reviewed recommendations contained within November 2011 Strategic Development Plan, noting:
 - **Recommendation 1:** Council undertake an engineering assessment of R09/27 to resolve the identified issues of poor drainage and uneven levels. EAC understands that this work has not been undertaken and that issues remain with runway closures arising when the runway is a hazard to aviation. With the bulk of operations being microlights at present the users can accommodate these issues but overall without attention the runway will continue to deteriorate and inhibit potential to attract commercial operators.
 - **Recommendation 2:** Council should undertake an urgent review of the refuelling. EAC understands these issues have been resolved with the Aero Club taking responsibility for Avgas supply and RD1 for Jet A1 to support agriculture operations.
 - **Recommendation 3:** Council progress the construction of an ablution block and information board. EAC understands that a well received ablution block has been constructed.
 - **Recommendation 4:** Council review and decide on the Site Development Phasing. The review proposed three zones for development consideration (A being the current hangar area, a Zone B and C. It is not clear to EAC what consideration has been given to developments beyond Zone A however we are aware that some 2 years have elapsed since a helicopter operator proposed development within Zone C. EAC address that elsewhere in this report.
 - EAC also notes that of the condensed layouts proposed in Zone A, All proposed layouts require taxiway delineation and the crossing of those taxiways to access all of the proposed options. Aerodrome controls are required to mitigate the risk of vehicle to aircraft conflicts. Provision also needs to be made for itinerant aircraft parking and on that basis Option 7 is the only option worthy of further consideration.
 - **Recommendation 5:** The review recommended the creation of holding bays for glider pre-flight preparation. EAC understands this has not been actioned due to the absence of sufficient land allocation at the runway thresholds. Users commented also that the agriculture operations cause damage to runway surface during inclement weather operations and this is detrimental to glider operations.
 - **Recommendation 6:** Temporary conversion of 0.8Ha in the north western runway intersection until the land is required for aerodrome developments. EAC believes that the conversion of more aerodrome land to farming is a self defeating approach to achieving effective use of the aerodrome and a path to self sustainability.



2011 STRATEGIC DEVELOPMENT REVIEW RECOMMENDATIONS.../2

- EAC reviewed recommendations contained within November 2011 Strategic Development Plan, noting:
 - **Recommendation 7:** Hangar development land parcels. As with Recommendation 4 EAC is of the view that Zone A has limited potential and Zones B and C require further consideration to be effectively utilized.
 - **Recommendation 8:** That Council undertake a detailed review of ground rental rates at the first available opportunity. EAC understands that there is currently a rate review underway however we believe that there has been at least one review since the 2011 report.
 - Recommendation 9: That the Council carefully consider all of the noted issues before introducing a landing charge. As noted in the review an honesty box system is operated at some airports as is a tiered set of charges for itinerant and resident users. EAC notes that each has its pros and cons, the challenge being ensuring all users in whatever form are captured. At present aerodrome movements records are based on the AIMM radio based system. This system can also be manipulated and we note the fixed wing aircraft statistics appear at least superficially understated. In our view an audit of agriculture operations against flight records should be undertaken.
 - **Recommendation 10:** That Council exclude Zones B & C from any future sale or long term lease of the Flint Rd farm. The review notes that the intent when the land was purchased was to use surplus aerodrome land for farm operations pending the need for conversion to operations. It's not clear whether any evaluation of underlying constraints that may be attached to the land was undertaken and indeed it appears that the aerodrome footprint has shrunk overtime and more land converted to farm use. As we note elsewhere in this report the present aerodrome land allocation is a constraint on efficient and effective development opportunities.
 - **Recommendation 11:** That Council continues its policy of ground rentals only other than where demand and commercial returns justify construction of a Council owned building or is the means of fulfilling other important Council criteria such as regional economic development. EAC notes that the success of this approach can be measured by the number of hangars (2) or other facilities that have been constructed in the intervening period from November 2011. The recommendation in essence promotes under utilisation of an important Council asset, and unsurprisingly, is being viewed by some as an unnecessary burden. A more appropriate recommendation would have been to restructure the asset to optimise its return to the community in accordance with the original intent. We address that elsewhere in this report.

STRATFORD AERODROME (NZSD) IS OPERATED ACCORDING TO CAA RULE PART 139 AS A NON-CERTIFICATED AERODROME

- NZSD is an unattended or uncontrolled aerodrome without air traffic control services.
- Users of Stratford Aerodrome are required to comply with CAA Rule Part 91 General Operating and Flight Rules and observe any published instructions for access and use of the aerodrome.
- Pilots are required to broadcast positions and intended actions by radio to alert other users of their intentions with respect to aircraft movement in the vicinity of, and on, the aerodrome.
- A primary runway, R09/27, 900 metres(length) x 45 metres (wide).
 - The runway surface is grass and is rated at an Estimated Single Wheel Load (ESWL) of 1020kg.
 - EAC understanding is that the predominant winds direction favours higher usage of runway R27.
 - Runway R09 has a gradient of -0.7%, and runway R27 has a gradient of +0.7%.
 - In accordance with CAA Rule Part 139 Appendix C Table B-1 this runway is classified as a Code Number/Code Letter 2B.
- A secondary runway, R16/34, 507 metres(length) x 52 metres (wide).
 - The runway surface is grass and is also rated at an Estimated Single Wheel Load (ESWL) of 1020kg.
 - Runway R16 has a gradient of -1.0% and runway R34 has a gradient of +1.0%.
 - In accordance with CAA Rule Part 139 Appendix C Table B-1 this runway is classified as a Code Number/Code Letter 1A.
- There are no navigational or approach aids available for any of the runways at Stratford. Previously installed lighting is no longer functional (damaged) and as a consequence the aerodrome runways should be classified as VFR day use only runways.
- The AIP document NZSD AD.2-51.1 notes a CAUTION that there are soft patches on runways during winter months. There is a comprehensive drainage plan for all four runways. The presence of soft patches after wet weather suggests that the drainage system may not be performing to design or has failed. EAC understand that there is a process in place for Notifications to Airmen (NOTAM) to be issued when runway conditions inhibit safe operation.
- Fuel service and toilet facilities are available for aerodrome users. The aerodrome is used by the Stratford Aero Club, Taranaki Gliding Club, private users and a commercial agriculture operator.

PHYSICAL CHARACTERISTICS OF THE AERODROME

- The runway thresholds are appropriately located to facilitate the longest runway distance possible within the allotted aerodrome perimeter and in consideration of the drains adjacent to the runway thresholds and strip.
- Approximately 75 metres northwest of the R09 threshold is a farm road that crosses at 90° to the runway alignment. The take-off climb and approach obstacle free gradient requirements specified in CAA Advisory Circular AC139-7, Revision 4, 18 December 2009 for this runway are for a Day VFR runway is 1:20.
- The CAA Advisory Circular AC139-7, Revision 4, 18 December 2009 guidance also states at Chapter 2.1.4 that if roadways are present a height of 4.5 metres should be allowed for the movement of road vehicles when aircraft are taking off and landing.
- To comply with that requirement the farm road needs to be 90 metres away from the runway threshold and is currently short by 20 metres. **Realigning the runway threshold by 20 metres (reducing the runway length) or relocating the road by a similar amount would achieve compliance at the R09 end of the runway.**
- Similarly, the road that crosses at 90° to the R27 threshold is separated by 80 meters from the end of the runway. **A reduction in runway length of 10 metres by relocation of the threshold or realignment of the road by 10 metres to achieve compliance are options for achieving compliance.**
- Both runways R16 and R 34 also have roadways at 90° to their thresholds, R16 being 20 metres separation and R34 at 60 metres.
- The potential for large farm machinery to pass across the runway ends during flight operations is reasonably high. Runway and road realignment comes at a cost that could be avoided by installing signage instructing drivers of farm vehicles to stop at the road sign until aircraft landing or taking off have crossed the road. The signage should be positioned to not infringe the splay of the approach and take-off fans that form part of the obstacle clearance surfaces.
- Aircraft pilots using Stratford Aerodrome should be alerted to the potential for vehicles crossings during aircraft movement, and farm road users should also be instructed about the risks and to adhere to the signage instructions.
- Stratford is compliant with minimum requirements for runway width, runway slope, runway strip widths and strip length for Day VFR runways.
- There are no taxiways defined on the aerodrome.



STRATFORD AERODROME CONTROL

All land use, development, or subdivision shall apply with the applicable Standards, Conditions, and Terms pertaining to land use, development, or subdivision in the vicinity of Stratford Aerodrome in Appendix 7 of this Plan.

Purpose: "To avoid, remedy or mitigate any adverse effects of adjoining land uses on the safe and efficient operation of the aerodrome, part of the District's transportation infrastructure."

- The obstacle clearance specifications included in the District Plan are applicable to operations occurring on a night or instrument approach runway and in some respects are more onerous than those for Day VFR runways. For example the takeoff climb and approach surface rises upwards at an obstacle free gradient of 1:40 rendering use of the farm roads problematic if the surface requirements are adhered to rigorously. Similarly the splay of the approach surfaces which are designed to protect the safety of overflight is narrower than required for a Day VFR runway. .
- These specifications may have been implemented as a result of the installation of the now defunct runway lighting system and Council should assess whether to retain the status quo pending the installation of a new lighting system at some future date or amend the District Plan to align with the guidance for a Day VFR runway at Stratford.
- The installation of approach and/or runway lights changes the runway categorization from Day VFR to that of a Night or Instrument Runway. Guidance for the use of instrument runways is contained in CAA Rule Part 139 Appendix C2.2 Table C-1, and CAA AC139-6 Revision 6 (Aerodrome Design Requirements; All Aeroplanes Conducting Air Transport Operations and All Aeroplanes above 5700kgMCTOW.
- EAC note for example that the minimum strip width associated with an instrument Code 1 or 2 runway is 150 metres, some 70 metres in excess of that currently applied which would have substantial implications for the aerodromes access roads, adjacent farm roads, and the creek/drain adjacent to the roading and runway at the southwestern end of R09/27.
- **A substantial area of farmland would also be impacted.** Obstacle clearance surfaces would also impose controls over a much wider area.

Action: An aeronautical study should be undertaken prior to any decision to install runway and approach lighting

NOISE CONSTRAINTS ON THE AERODROME

- Noise emanating from aerodromes is generally considered a nuisance by those impacted by it. New Zealand Standard NZS6805 Airport Noise Management and Land Use Planning is accepted as the guideline for the management of airport related noise.
- NZ CAA also offers guidance to planners with its “Guidance material for land use near aerodromes June 2008” document. This document provides a volume of information on matters that land use planners should consider when reviewing applications for non-aerodrome uses planned in the vicinity of aerodromes. For example, wildlife attractants such as landfills, bodies of water, animal feed lots, noise, and objects or activities affecting airspace form elements of the guidance.
- The Stratford District Plan provides for the protection of aerodrome activities as noted above under clause B2.1.16 Stratford Aerodrome Control of the Plan.
- While clause B2.1.16 protects the aerodrome, similar consideration needs to be given to the reverse sensitivity effects arising from the aerodrome use, namely the comings and goings of aircraft using the aerodrome. Presently the surrounding farmland acts as somewhat of a buffer in conjunction with the nearest large residential development being approximately 3 kilometres away from the threshold of R34. There is a risk that poorly located planned developments over time could be impacted by aircraft noise and result in closure of the asset.
- Typically, airports and aerodromes throughout New Zealand develop noise contours or boundaries to ensure compatibility of aerodrome use with surrounding land use and communities. SDC has recognized this in part, but not explicitly, within the District Plan and prudence to mitigate future potential impacts suggests it should do so.

A5. AMENITY VALUES

A5.1 Issues

□ Noise can also influence the “amenity” of an area. Unreasonable amounts of noise over and above the “usual” levels of noise can have a detrimental effect on community health as well as amenity values. Noise is an intrinsic part of most activities, and the effect of noise can vary considerably, depending on the type of noise, the frequency, whether it is intermittent or constant, and so on.

Policies

A5.3.4 To avoid, remedy or mitigate any actual or potential adverse effects of noise on the environment, on the community and on amenity values.

A5.4.3 To encourage the consideration of noise control at the design stage of any development or proposed use.

STRATEGIC VIEW OF CURRENT SITUATION

- The 2011 Strategic Review provided a number of concept aerodrome hangar configurations to support increased activity at Stratford Aerodrome.
- Notwithstanding the effects of the COVID pandemic, aircraft movement growth at Stratford has declined over the last 3 years, with YTD figures for the 2023/24 year are slightly down on the same months in the prior 2022/23 year which had also declined 9% relative to the 2021/22 year.
- **Low population forecasts tend to suggest that aerodrome growth trends will also remain relatively flat and that investment in future developments by existing or future tenants will also be relatively flat in trajectory, without an intervention by commercial interests.**
- **The volume of aircraft movements at Stratford is relatively low.**
- SDC utilizes AIMM software to record aircraft movements for reporting purposes .
- The AIMM software utilizes radio transmissions at unattended aerodromes for reporting purposes and in some cases as data to support landing charge billing. An aircraft movement constitutes a landing or a takeoff.
- Touch and Go activities are not recorded.
- The aerodrome continues to operate under the farm support model
- Direct expenses exceed direct income of aerodrome and is dependent on the farm income.
- 26% of current aerodrome revenue comes from aerodrome land leased to the farm



CURRENT SWOT

Strengths

- Established Aerodrome and Farm
- Committed Aerodrome recreational user scene
- Installed facilities support public and commercial use in current form
- Commercial activities include fertiliser distribution and topdressing for district
- Current aerodrome footprint can accommodate a 10-year growth.

Weakness

- Transparency of accounting methods to apportion revenue and cost between aerodrome and farm
- Activity at aerodrome averages 12-15 movements per week or 650 per annum
- Revenue collection and volume is unclear for both Aerodrome and Farm
- Remediation/Maintenance is required to upgrade and update the airfield for safe operations

Opportunities

- Geographic location midway between New Plymouth and Hawera
- Potential to expand aerodrome activity
- 130Ha of land (17 Ha Aerodrome, and balance in farm) is a strategic asset

Threats

- Volume of aerodrome activity and accounting method appears to convey deficit on primary aerodrome activity
- Farming activity could be perceived as of greater value, and therefore aerodrome continuation at risk.



2. DEVELOPMENT POTENTIAL



A FORWARD LOOKING STRATEGY SHOULD FOCUS ON SUPPORTING RECREATIONAL FLYING WHILE SUPPLEMENTING WITH COMMERCIAL ACTIVITY

- Microlight aircraft constitute the majority of aircraft movements at Stratford reinforcing the view that Stratford Aerodrome is a recreational location with limited commercial activity,
- An exception at the aerodrome is that agricultural fertilizer spreading appears to be an essential for the district, however landing revenues do not appear on material reviewed (noting it is an activity only possible with an aerodrome)
- Notwithstanding that there are costs associated with the operation and maintenance of the aerodrome that keep it available for general aviation users and the limited commercial activity.
- A nominal landing charge would be appropriate.

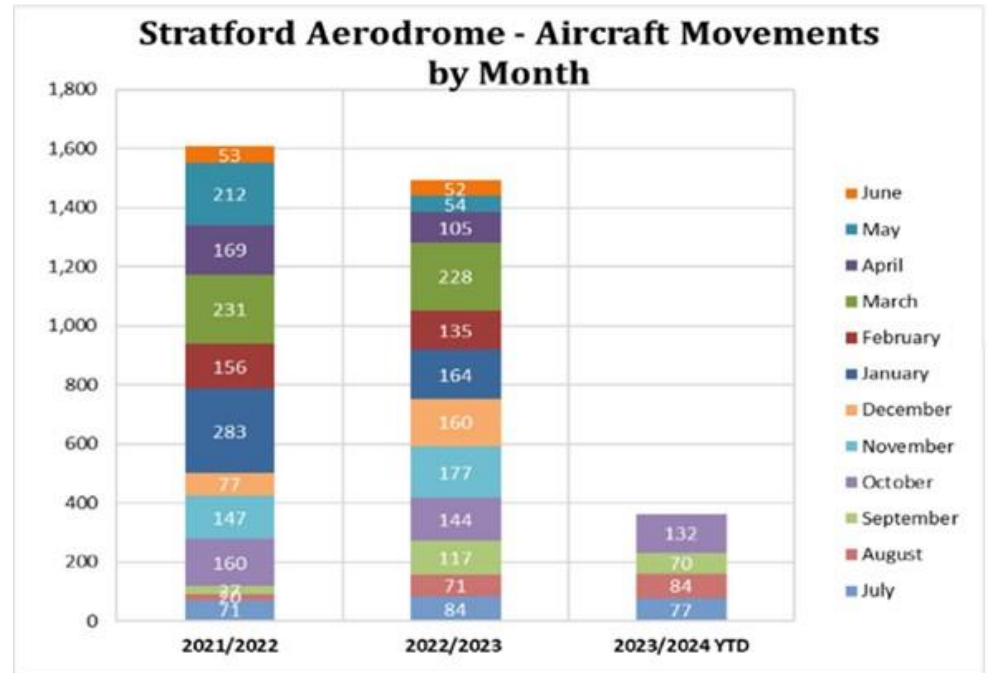


Figure 1: Aircraft Movements by Month - October

FUTURE BUSINESS OPPORTUNITY/HELICOPTER OPERATIONS

- There are currently a small number of helicopter movements at Stratford Aerodrome, approximately 50 per annum. SDC has received an enquiry from a commercial helicopter operator seeking to build a hangar and undertake helicopter-based operations from Stratford Aerodrome.
- These activities could include;
 - Commercial agriculture spraying
 - Flight training school
- During preparation of this report, EAC were advised that there may be an option for other commercial helicopter work. While not specified, options could include sightseeing operations, firefighting/search & rescue, heavy lifting and emergency related support.
- The success of this proposal has a dependency on the helicopter type selected and EAC were advised of possible interest for **Blackhawk helicopter** operations..
- Clarification of type would assist in an evaluation – if a Blackhawk UH-60 helicopter, it is a two-person crew large helicopter of military design suited to moving groups of people and performing firefighting and heavy lifting operations.
- Consequently, potential for Blackhawk operations require large facilities and separation from other aerodrome activity. For example, the rotor downwash is sufficient to topple small aircraft in close proximity.
- The enquiry is informal at this stage,, however the operator has requested that a hangar to support the operation be located near the threshold of R09 (Location A) and provided a sketch of preferred layout
 - This location is within the Zone C development zone identified in the 2011 Strategic Review and is currently used for farm operations.
 - In Appendix D of the RFQ, SDC has also proposed an alternative location near the threshold of R34, Location B.
 - Separating commercial helicopter activity from recreational general aviation fixed wing operations in general is a positive approach.



CONSIDERATION OF SUFFICIENT SPACE ALLOCATION TO PERMIT ADDITIONAL HELICOPTER TENANTS TO BE ACCOMMODATED OVER TIME IS NECESSARY

- However, prior to committing to either location there are some non-aviation factors to be assessed in addition to the requirements of CAA Advisory Circular AC139-8 Aerodrome Design Helicopters dated April 2018 including consideration of allocating sufficient space to permit additional helicopter tenants to be accommodated over time.
- Non-aviation items include;
 - Road access for users of the helicopter services. Location A could be accessible from the farm road that crosses near the R09 threshold, alternatively by creating access directly from Flint Rd. Location B is problematic because it would require extending the existing road adjacent to the fixed wing hangars and physically crossing R16/34 which is an unacceptable risk to operations on that runway.
 - An alternative entry bridging the drain from the farm road adjacent to the R34 threshold may be possible subject to civil engineering design. This is not the scope of this review.
 - Water, electricity, and sewage reticulation solutions are required for both locations.
 - Orientation of the hangar, support aprons relative to runway orientation and prevailing winds.
 - Location of vehicle parking relative to the facility access and separated from on aerodrome operations.
 - Are night operations planned.
 - Consideration of establishing a defined touchdown and lift off area (TLOF) that can be used by the proponent and future helicopter operators at Stratford Initially the proponent as a sole operator should be able to define the hangar apron as a TLOF.
 - Location A is the more preferable option subject to further detailed analysis.

A HELICOPTER PROPOSAL REQUIRES A RECONFIGURATION OF THE AERODROME BOUNDARIES, CIVIL AND COMMERCIAL CONSTRUCTION THAT PREDICATE AN IN-DEPTH REVIEW BY SDC & THE PROPONENT

- High level requirements of CAA Advisory Circular AC139-8 Aerodrome Design Helicopters dated April 2018 demand careful consideration;
 - Site selection should be such that cross-wind operations are kept to a minimum and that two approaches 180° apart with one of the two being into the prevailing wind. R09/27 is the dominant runway. The proposed sketch orientation meets that requirement in a westerly direction but requires a crosswind approach at 90° to R09/27. Orienting the hangar so that the hangar doors and apron face the runway would be more advantageous for several reasons, one of which is that expansion of the hangar contiguous with the runway or construction of additional hangars for new tenants would not be inhibited.
 - Orienting the hangar in this way also means that the helicopter approaches the landing area along the runway alignment rather than conflicting with the other traffic.
 - If a heliport is to be used by any helicopter other than a Performance Class 1 helicopter provision should be made to enable an emergency landing to be made at any point along the approach and takeoff path without any undue risk to persons or property. This reinforces the requirement to align movements with the runway.
- In summary the helicopter proposal has potential subject to a formal detailed proposal from the proponent. Adoption of the proposal would require a reconfiguration of the aerodrome boundaries, civil and commercial construction that predicate an in-depth review for both the planned operations and relative to any outcomes that SDC contemplates relative to this Strategic Review.
- The allocation of land to this activity should be accompanied by additional land to accommodate future growth in aviation activities.

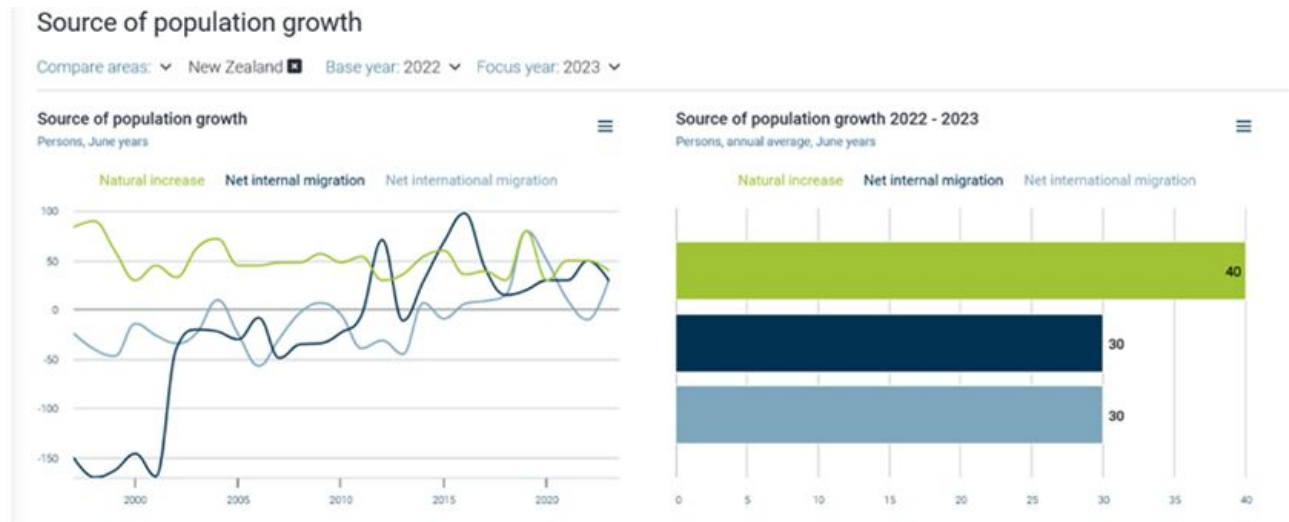
FROM THE TABLES WITHIN THE AC139-8, THE TYPE OF HELICOPTER AND WEIGHT ARE CRUCIAL ELEMENTS IN DESIGN OF SAFE OPERATING FACILITIES

Recommendations

1. **Determine whether Stratford Aerodrome should be classified as critical infrastructure within the District Plan** with land use protections and controls provided via a dedicated designation.
2. **Determine whether it remains appropriate to retain a designation for aerodrome purposes over land adjacent to the aerodrome**. i.e. land surplus to aerodrome requirements currently applied to farming.
3. **Create a specific designation for the aerodrome at the next District Plan review** that includes controls, permitted activities, and defines the area allocated to aeronautical and non- aeronautical uses..
4. **Create a specific designation that includes the CAA recommended obstacle clearance requirements.**
5. **Remove the runway lighting symbols and reference to lighting from the AIP NZSD AD.2 51.1 documentation.**
6. **Assess whether to retain the current OLS requirements as recorded in the current Plan** or amend the Plan specifications to reflect the requirements for a Day VFR runway. Consulting with aerodrome users should be done in conjunction with amending the plan to comply with the AC139-7 OLS guidance .
7. **Install road signs at the end of each runway instructing vehicles on the farm roads to stop until aircraft approach for landing or taking off have passed.** The signage location should be located relative to the take-off and approach surfaces splay. An appropriate caution should be added to the AIP alerting pilots of the potential for vehicles to use the road ways during flight operations. .
8. **Undertake the previously recommended engineering survey of the aerodrome drainage system** to confirm the causes of the soft patches that appear after rain and resolve the issues as well as the deterioration in the runway surfaces in dry weather .
9. **Proposed helicopter operator should provide SDC with a formal proposal** that reflects the business requirements, an operational design proposal that reflects the requirements of CAA Advisory Circular AC139-8 Aerodrome Design Helicopters dated April 2018, proposed aircraft types, intended operational activities (e.g. sightseeing, agricultural spraying, training) and a summary of the anticipated frequency of each type of operation This proposal should also be peer reviewed for compliance with the CAA Rules.
10. **Evaluate the implementation of a nominal landing fee** , possibly \$10– 15 per landing to offset some mowing costs?
11. **Require agriculture operator(s) using the fertilizer loading area to undertake permanent (robust and sustainable) remedial repairs to the fertilizer loading area** that removes the potential for surface damage arising from their truck and aircraft operations.
12. **Explore implementation of a noise management boundary** to assist planners in determining best use of land around the aerodrome to avoid or mitigate impacts on the aerodrome from inappropriate noise sensitive developments and supporting alternative use developments not impacted by aerodrome noise.

STRATFORD 20 YEAR GROWTH IS APPROXIMATELY 0.3% PER ANNUM

- Stratford township is 8.54 km² within a district of 2163km²
- The population of 6230 serves the wider agricultural district population catchment of 10,300 reflecting 19% and 15% growth in population since the 2011 Strategic Review.
- Population growth in the District while modest has the potential to benefit indirectly from wider investment and developments in the Taranaki region
- The Council’s long term plan to 2028 reflects annual population and property growth in the region of 0.3%.

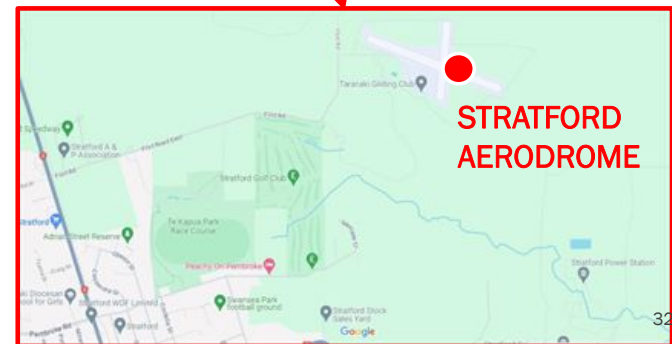
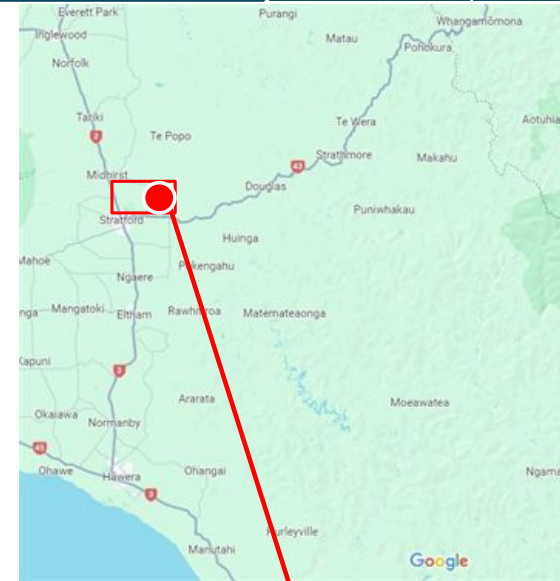


Source: Statistical Standard for Geographic Areas 2018 (SSGA18)
 "Subnational population estimates (RC, SA2), by age and sex, at 30 June 1996-2023 (2023 boundaries)", Statistics New Zealand
<https://rep.infometrics.co.nz/stratford-district/population/source-of-growth?compare=new-zealand>

NOTES/TOPICS – HIGH LEVEL DEVELOPMENT ASSESSMENT

- Future revenue potential?
- Commercial scheduled operations?
 - Aerodrome regulations?
 - Possible operators?
 - Connectivity by air?
 - Stratford catchment population – Stratford, Eltham, Patea, Hawera, Whangamōmona? New Plymouth for different destinations?
 - Destinations? – Auckland, Hamilton, Wellington, Nelson, Hawkes Bay?
- Climate Resilience – future clean energy options/operators?
- Flight Training school? – branch of existing? New Flight training organisation? Partners?
- USP of Stratford District – airspace, BCP option for New Plymouth?
- Future commercial options – aircraft types/size – Current, Future?

COMMERCIAL IN CONFIDENCE - 21ST JUNE 2024 - FINAL





3. CONSTRAINTS/RISKS & MITIGATIONS





Risk/Constraints	Mitigation
<p>Solar Farm - SDC is evaluating a resource consent application for the potential development of a solar farm which may create a ‘glare or glint’ obstacle for airfield approach</p>	<ul style="list-style-type: none"> • Ensure adequate consideration is given to any potential impacts to the safety of aerodrome operations with a "glint and glare" assessment provided by farm developer. • CAA regulations have not been developed as yet, however Hamilton, Gisborne, and Christchurch airports have installed solar farms • Depending on the results of that report an aeronautical study and consultation with affected parties may be necessary.
<p>Hangar encroachment on airfield could limit current and future use</p>	<ul style="list-style-type: none"> • Review ground lease arrangements for ‘at risk’ hangars and develop options to reposition or remove
<p>Degraded airstrip condition during wet weather or after heavy operational use (topdressing)</p>	<ul style="list-style-type: none"> • Evaluate cost and impact to remediate/resurface the airstrip • <i>Note: Different scenarios may cover an improved runway strip</i>
<p>Airfield current lighting presents an obstacle with a ‘protective’ tyre surround, however many lights are inoperable or damaged, and manually operated</p>	<ul style="list-style-type: none"> • Evaluate hardened loading area for Fertiliser operations and turning apron • Determine appropriate distance from runway for lighting installation • <i>Note: Different scenarios may cover an improved runway strip</i>



Risk/Constraints	Mitigation
<p>Potential for large farm machinery to pass across the runway ends during flight operations is reasonably high</p>	<ul style="list-style-type: none"> Aircraft pilots using Stratford Aerodrome should be alerted to the potential for vehicles crossings during aircraft movement, and farm road users should also be instructed about the risks and to adhere to the signage instructions.
<p>Potential for runway incursion by farm animals occurs at present, and is a risk/hazard to outbound/inbound aircraft</p>	<ul style="list-style-type: none"> Aeroclub currently required to check for animals on the runway Aircraft pilots using Stratford Aerodrome should be alerted to the potential for vehicles crossings during aircraft movement, and farm road users should also be instructed about the risks and to adhere to the signage instructions.
<p>AIP document NZSD AD.2-51.1 notes a CAUTION that there are soft patches on runways during winter months. The reported presence of soft patches after wet weather on R09/27 suggests that the drainage system may not be performing to design or has failed.</p>	<ul style="list-style-type: none"> EAC understand from aerodrome users interviewed in the course of this review that the drainage system which comprises metal retainers filled with drainage material is ineffective during the winter months, and requires significant repair Remediate and repair runway drainage to enable water flow, and minimise hazard from soft patches in wet weather and raised surfaces during dry months Notifications to Airmen (NOTAM) to be issued when runway conditions inhibit safe operation
<p>Fertiliser bins located at R09 start for agriculture spreading operations present an unformed platform that is prone to damage during wet weather operations and impacts other aerodrome users</p>	<ul style="list-style-type: none"> Remedy apron turning area with aggregate or similar to enable all weather usage for all operators



4. UPDATED OPTIONS



CLUB USERS CONSULTATION INITIAL INSIGHTS

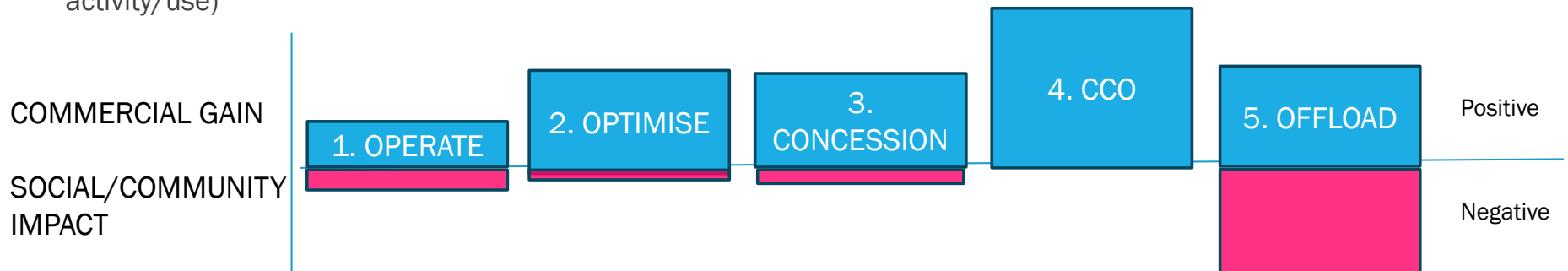
Teams/Calls conducted during 11-19 December 2023

- Club users favour retention of aerodrome and status quo with the council maintaining the airfield, in the absence of feasible alternatives.
- Lack of awareness on how farm expenditure and revenues are contributing, or not, to aerodrome operating deficit.
- Recent aerodrome improvements are well received, however caution on cost impact to volunteer/club structures.
- Potential issues with an aging drainage system and how landing strip performs for both wet and dry conditions.
- Mixed views on aerodrome management performed as an outsourced activity, with main reservations on cost exposure
- Interest in wider participation and synergies if user footprint was expanded, including runway improvements (seal/lighting), however caution of cost impact for volunteer organisations.
- Potential to further develop the aerodrome acknowledged subject to user involvement and consultation for impact of possible scenario developments.
- Lack of communication with potential commercial users

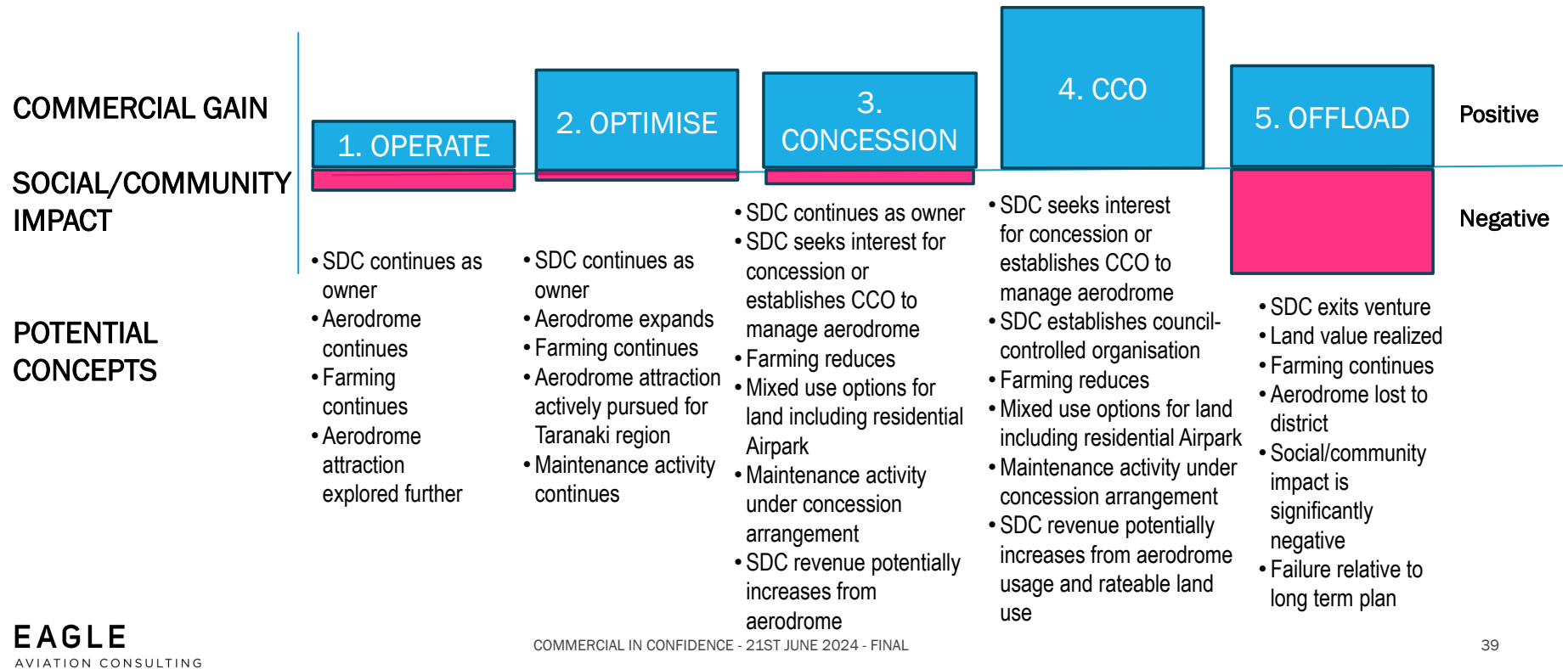


FIVE POTENTIAL FUTURE OPTIONS

1. **OPERATE**- maintain status quo, mix of farm/recreational aerodrome activity, SDC management.
2. **OPTIMISE** - investigate options to make aerodrome self-sustaining, improve revenue streams from mixed use and farm, issue RFI for other uses or collaboration with complementary activities.
3. **CONCESSION** - Contract an operating concessionaire to manage the aerodrome and adjacent aerodrome designated land, split use to enable the transition to profitable entity.
4. **CCO** - Create a Stratford District Council Controlled entity, transfer the designated land and charge aerodrome management with operating commercially.
5. **OFFLOAD** – Subject to land use constraints sell, divest, or outsource in entirety (increased farm or other activity/use)



POTENTIALLY FIVE OPTIONS FOR SDC WITH A MIX OF ACTIVITIES TO BE DETERMINED DEPENDING ON INTEREST AND FEASIBILITY



1. OPERATE

Strengths

- Established Aerodrome and Farm
- Committed Aerodrome recreational user scene
- Installed facilities support public and commercial use in current form
- Commercial activities include fertiliser distribution and topdressing for district
- Current aerodrome footprint can accommodate a 10-year growth.

Weakness

- Transparency of accounting methods to apportion revenue and cost between aerodrome and farm
- Activity at aerodrome averages 12-15 movements per week or 650 per annum
- Revenue collection and volume is unclear for both Aerodrome and Farm
- Council remains encumbered with Aerodrome management
- Remediation/Maintenance is required to upgrade and update the airfield for safe operations

Opportunities

- Geographic location midway between New Plymouth and Hawera
- 130Ha of land (17 Ha Aerodrome, and balance in farm) is a strategic asset

Threats

- Volume of aerodrome activity and accounting method for farm costs and borrowing implies deficit on primary aerodrome activity
- Farming activity could be perceived as of greater value, and therefore aerodrome continuation at risk.

2. OPTIMISE

Strengths

- Existing operations at aerodrome are a proven attraction – club operations, Army exercises, Fertiliser flight operations for district
- Difficult to replicate aerodrome elsewhere and nearby airports/aerodromes may seek additional flying

Weaknesses

- Lack of clarity on how farming revenues are accounted for, e.g. silage revenue for aerodrome 17 Ha, Fertiliser flight operations revenue?
- Remediation/Maintenance is required to upgrade and update the airfield for safe operations
- Activity at aerodrome averages 12-15 movements per week or 650 per annum (low utilisation)
- Council remains encumbered with Aerodrome management
- High volunteer contribution to current activity, finding a suitable operator on behalf of council may be a challenge

Opportunities

- Evaluate arrangements to improve revenue and/or reduce cost
- Pursue additional revenue flying activity from nearby aerodromes
- Aerodrome attraction explored further

Threats

- Farming activities continue to encroach on aerodrome limiting usage
- Maintenance programme of works and cost to remedy



3. CONCESSION

<p>Strengths</p> <ul style="list-style-type: none"> • Existing operations at aerodrome are a proven attraction – club operations, Army exercises, Fertiliser flight operations for district • Aerodrome location is attractive and unencumbered by encroaching urbanisation • Nearby aerodromes may seek additional flying 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of clarity on how farming revenues are accounted for, e.g. silage revenue for aerodrome 17 Ha, Fertiliser flight operations revenue? • Council remains encumbered with Aerodrome management • Finding a suitable operator on behalf of council may be a challenge
<p>Opportunities</p> <ul style="list-style-type: none"> • Evaluate arrangements to improve revenue and/or reduce cost • Pursue additional revenue flying activity from nearby aerodromes • Aerodrome attraction actively pursued for Taranaki region 	<p>Threats</p> <ul style="list-style-type: none"> • Farming activities continue to encroach on aerodrome limiting usage • Maintenance programme of works and cost to remedy



4. CCO – COUNCIL-CONTROLLED ORGANISATION

<p>Strengths</p> <ul style="list-style-type: none"> • Extensive land vested in Aerodrome and Farm • Mixed use may unlock significant capital and ongoing revenue in the form of rates from leases • Maintenance programme of works and cost to remedy transfer to concessionaire operator • Current aerodrome footprint can accommodate a 10-year growth. • SDC retains ownership aof land and outsourced operator manages aerodrome (concession) 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Level of interest from 3rd parties to develop land
<p>Opportunities</p> <ul style="list-style-type: none"> • Geographic location midway between New Plymouth and Hawera 	<p>Threats</p> <ul style="list-style-type: none"> • Farming activities likely reduced/exited



5. OFFLOAD






<p>Strengths</p> <ul style="list-style-type: none"> • Potential for SDC to offload Aerodrome for commercial operation, and realise land value for ratepayers 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of clarity on how farming revenues are accounted for, e.g. silage revenue for aerodrome 17 Ha, Fertiliser flight operations revenue? • Expanded aerodrome activity with clarity on accounting for aerodrome could mitigate any perception of low performance
<p>Opportunities</p> <ul style="list-style-type: none"> • Potential for rateable value of aerodrome land to be realised and/or evaluate 'lease to occupy' model/non-aerodrome land rates 	<p>Threats</p> <ul style="list-style-type: none"> • Loss of aerodrome is a strategic asset loss to Stratford and irretrievable once disposed of as an asset • User community reaction likely to be adverse



SWOT ANALYSIS – SUMMARY CURRENT AERODROME + 4X OPTIONS

Indicative only - Scoring matrix

LEGEND

	1	Low/difficult/negative/disadvantageous
	2	
	3	
	4	
	5	High/Positive/advantageous



OPTIONS - STRENGTHS

Indicative only - Scoring matrix

LEGEND

- 1 Low/difficult/negative/disadvantageous
- 2
- 3
- 4
- 5 High/Positive/advantageous

SWOT - Current and 4x Options	OPTIONS					Notes
	1. Operate	2. Optimise	3. Concession	4. CCO	5. Offload	
•Established Aerodrome and Farm	2	2	3	4	1	Established 1928, multiple land acquisitions for aerodrome expansion. Farm as secondary activity. Requires investment/diversification
•Committed Aerodrome recreational user scene	2					Dedicated volunteer users however small group
•Installed facilities support public and commercial use in current form	3					Runway requires remediation
•Commercial activities include fertiliser distribution and topdressing for	2	3	4	5	1	Improved facilities could increase \$/tonne
•Current aerodrome footprint can accommodate a 10-year growth.	5	5	5	5	1	Room for growth and aerodrome attraction explored further
•Existing operations at aerodrome are a proven attraction – club operations, Army exercises, Fertiliser flight operations for district		4				Improved facilities could increase \$/tonne
•Difficult to replicate aerodrome elsewhere and nearby airports/aerodromes may seek additional flying			3	5	1	Once gone, irreplaceable within Stratford
•Existing operations at aerodrome are a proven attraction – club operations, Army exercises, Fertiliser flight operations for district			4	4		Charging mechanism and revenue collection required (free currently)
•Aerodrome location is attractive and unencumbered by encroaching urbanisation			5	5		Only recreational aerodrome remaining in Taranaki
•Nearby aerodromes may seek additional flying			4	4		Potential for increased flying activity
•Extensive land vested in Aerodrome and Farm				5		Land size and designation as an aerodrome with permitted business activities is an asset
•Mixed use may unlock significant capital and ongoing revenue in the form of rates from leases				5		Revenue model diversification away from loss-making farming activities to possible commercial footprint
•Maintenance programme of works and cost to remedy transfer to concessionaire operator				3		Assess level of interest by potential 3rd party operator/s
•Current aerodrome footprint can accommodate a 10-year growth.				5		Room for growth
•SDC retains ownership of land and outsourced operator manages aerodrome (concession)				5		Concession model common for operating airports & potential for aerodrome sustainability
•Potential for SDC to offload Aerodrome for commercial operation, and realise land value for ratepayers					1	Lack of clarity on how farming revenues are accounted for, e.g. silage revenue aerodrome 17 Ha, Fertiliser operations revenue?



Indicative only - Scoring matrix

LEGEND

- 1 Low/difficult/negative/disadvantageous
- ◐ 2
- ◑ 3
- ◒ 4
- 5 High/Positive/advantageous

OPTIONS - WEAKNESSES

SWOT - Current and 4x Options	OPTIONS					Notes
	1. Operate	2. Optimise	3. Concession	4. CCO	5. Offload	
•Transparency of accounting methods to apportion revenue and cost between aerodrome and farm	◑ 3					Requires examination of accounting treatment - NZSD charged 50% of cost yet 13% of activity
•Activity at aerodrome averages 12-15 movements per week or 650 per annum	◐ 2					EOI for additional commercial activity for fixed wing/helicopter operations
•Revenue collection and volume is unclear for both Aerodrome and Farm	○ 1					Requires examination of accounting treatment - NZSD charged 50% of cost yet 13% of activity
•Council remains encumbered with Aerodrome management	○ 1					Time consuming for SDC to oversee aerodrome and carry risk
•Remediation/Maintenance is required to upgrade and update the airfield	○ 1					Requires additional operators to support upgrade and financial clarity
•Lack of clarity on how farming revenues are accounted for, e.g. silage revenue for aerodrome 17 Ha, Fertiliser flight operations revenue?	◑ 3					Requires examination of accounting treatment - NZSD charged 50% of cost yet 13% of activity
•Remediation/Maintenance is required to upgrade and update the airfield for safe operations		○ 1				Requires additional operators to support upgrade and financial clarity
•Activity at aerodrome averages 12-15 movements per week or 650 per annum (low utilisation)		◐ 2				EOI for additional commercial activity for fixed wing/helicopter operations
•Council remains encumbered with Aerodrome management		○ 1				Time consuming for SDC to oversee aerodrome and carry risk
•High volunteer contribution to current activity, finding a suitable operator on behalf of council may be a challenge		○ 1				Requires EOI to evaluate level of interest and additional operator potential
•Lack of clarity on how farming revenues are accounted for, e.g. silage revenue for aerodrome 17 Ha, Fertiliser flight operations revenue?			◑ 3			Requires examination of accounting treatment - NZSD charged 50% of cost yet 13% of activity
•Council remains encumbered with Aerodrome management			○ 1			Time consuming for SDC to oversee aerodrome and carry risk
•Finding a suitable operator on behalf of council may be a challenge			◑ 3			Neutral: Requires EOI to evaluate level of interest
•Level of interest from 3 rd parties to develop land				◑ 3		Subject to interest, potential to diversify activities/use in keeping with aerodrome (e.g. AirPark)
•Lack of clarity on how farming revenues are accounted for, e.g. silage					○ 1	Costings require visibility
•Expanded aerodrome activity with clarity on accounting for aerodrome could mitigate any perception of low performance				◑ 4		



OPTIONS - OPPORTUNITIES

Indicative only - Scoring matrix

LEGEND

- 1 Low/difficult/negative/disadvantageous
- 2
- 3
- 4
- 5 High/Positive/advantageous

SWOT - Current and 4x Options	OPTIONS					Notes
	1. Operate	2. Optimise	3. Concession	4. CCO	5. Offload	
•Geographic location midway between New Plymouth and Hawera	2					Sub-optimised as currently small and undeveloped
•130Ha of land (17 Ha Aerodrome, and balance in farm) is a strategic asset	1					Aerodrome utilises 13% of total Ha
•Evaluate arrangements to improve revenue and/or reduce cost		3				Requires expressions of interest from commercial parties
•Pursue additional revenue flying activity from nearby aerodromes		3				Constraints at nearby aerodromes is an opportunity for NZSD
•Aerodrome attraction explored further		3				Potential to grow tourism into district and leverage Aerodrome
•Evaluate arrangements to improve revenue and/or reduce cost			4			Potential to focus stakeholders and users on revenue challenge, subject to cost clarity
•Pursue additional revenue flying activity from nearby aerodromes			3			Constraints at nearby aerodromes is an opportunity for NZSD. Assess potential for compatible activities to benefit the district overall
•Aerodrome attraction actively pursued for Taranaki region			3	4		Assess potential for compatible activities to benefit the district overall
•Geographic location midway between New Plymouth and Hawera				5		May have greater regional interest
•Potential to expand aerodrome activity				5		
•Potential for rateable value of aerodrome land to be realised and/or evaluate 'lease to occupy' model/non-aerodrome land rates				5	5	SDC potential to realise greater rates collection for land size and asset use



OPTIONS - THREATS

Indicative only - Scoring matrix

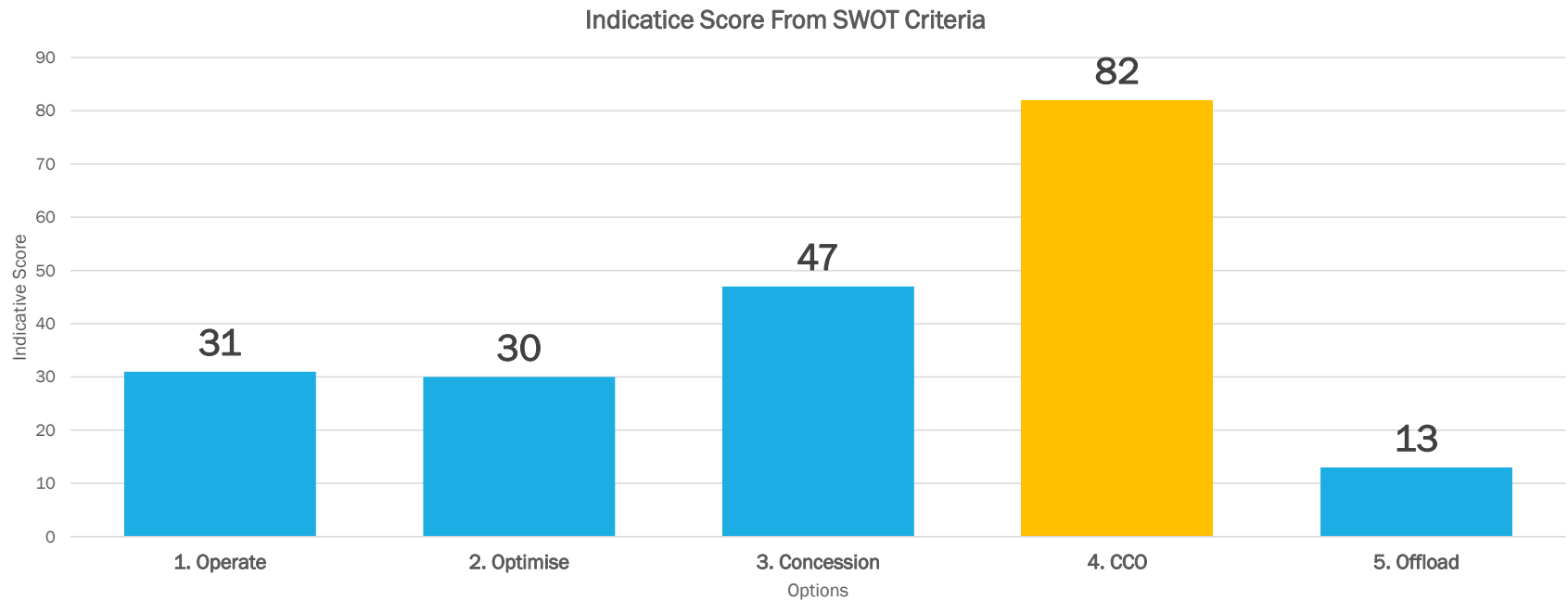
LEGEND

- 1 Low/difficult/negative/disadvantageous
- 2
- 3
- 4
- 5 High/Positive/advantageous

SWOT - Current and 4x Options	OPTIONS					Notes
	1. Operate	2. Optimise	3. Concession	4. CCO	5. Offload	
•Volume of aerodrome activity and accounting method for farm costs and	<input checked="" type="radio"/> 2					
•Farming activity could be perceived as of greater value, and therefore aerodrome continuation at risk.	<input type="radio"/> 1					Accounting treatment of aerodrome and farm are unclear. Farm may be unprofitable, and forecasted as unsustainable next 10 years
•Farming activities continue to encroach on aerodrome limiting usage		<input type="radio"/> 1				Requires redefinition of purpose of aerodrome, supported by business activities (may include farming)
•Maintenance programme of works and cost to remedy		<input type="radio"/> 1				Requires additional operators to support upgrade and financial clarity
•Farming activities continue to encroach on aerodrome limiting usage			<input type="radio"/> 1			Requires redefinition of purpose of aerodrome, supported by business activities (may include farming)
•Maintenance programme of works and cost to remedy			<input type="radio"/> 1			Requires additional operators to support upgrade and financial clarity
•Farming activities likely reduced/exited				<input type="radio"/> 1		Requires redefinition of purpose of aerodrome, supported by business activities (may/may not incl. farm)
•Loss of aerodrome is a strategic asset loss to Stratford and irretrievable					<input type="radio"/> 1	Potential for legal challenge or protracted dispute
•User community reaction likely to be adverse					<input type="radio"/> 1	High risk social/community impact
Indicative score from SWOT criteria	31	30	47	82	13	



POTENTIALLY FIVE OPTIONS FOR SDC - MIX OF ACTIVITIES TO BE DETERMINED DEPENDING ON INTEREST AND FEASIBILITY

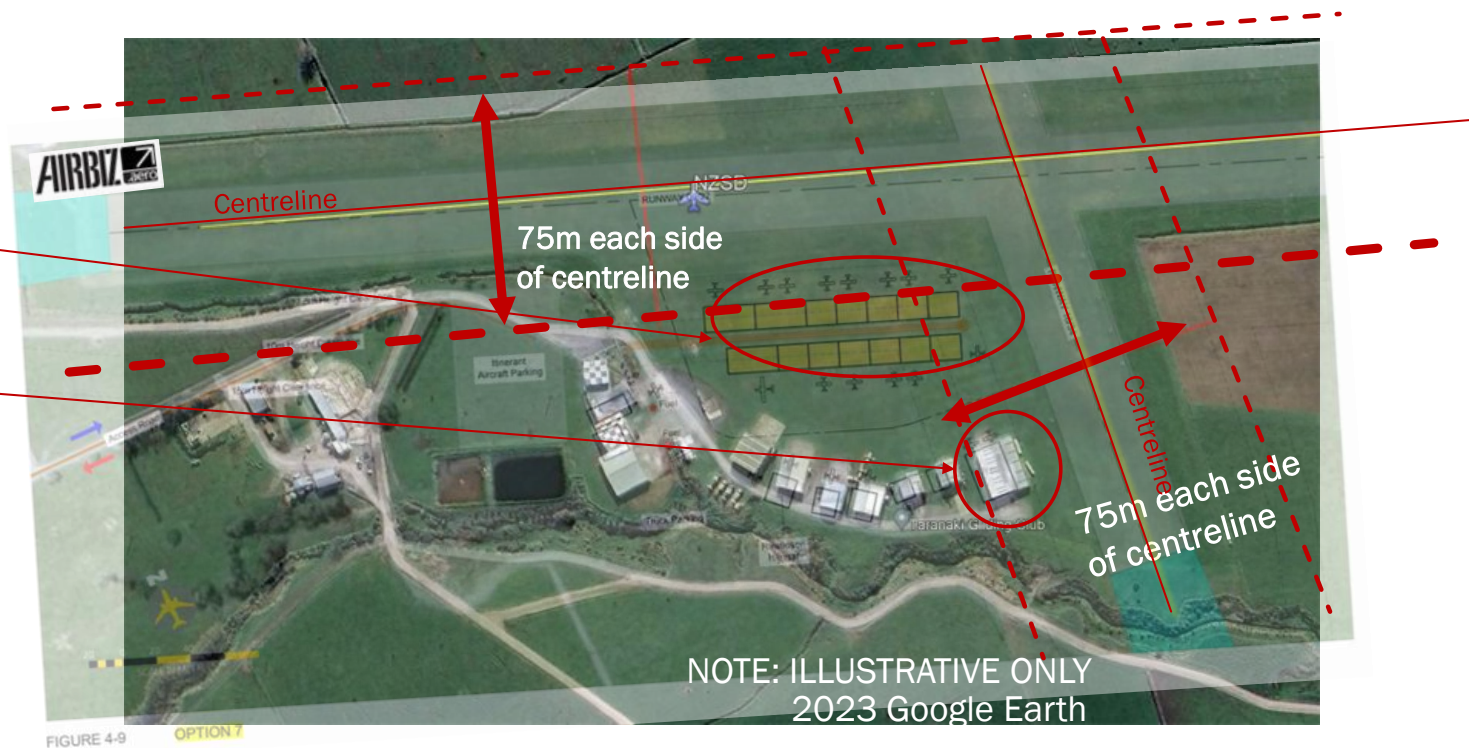


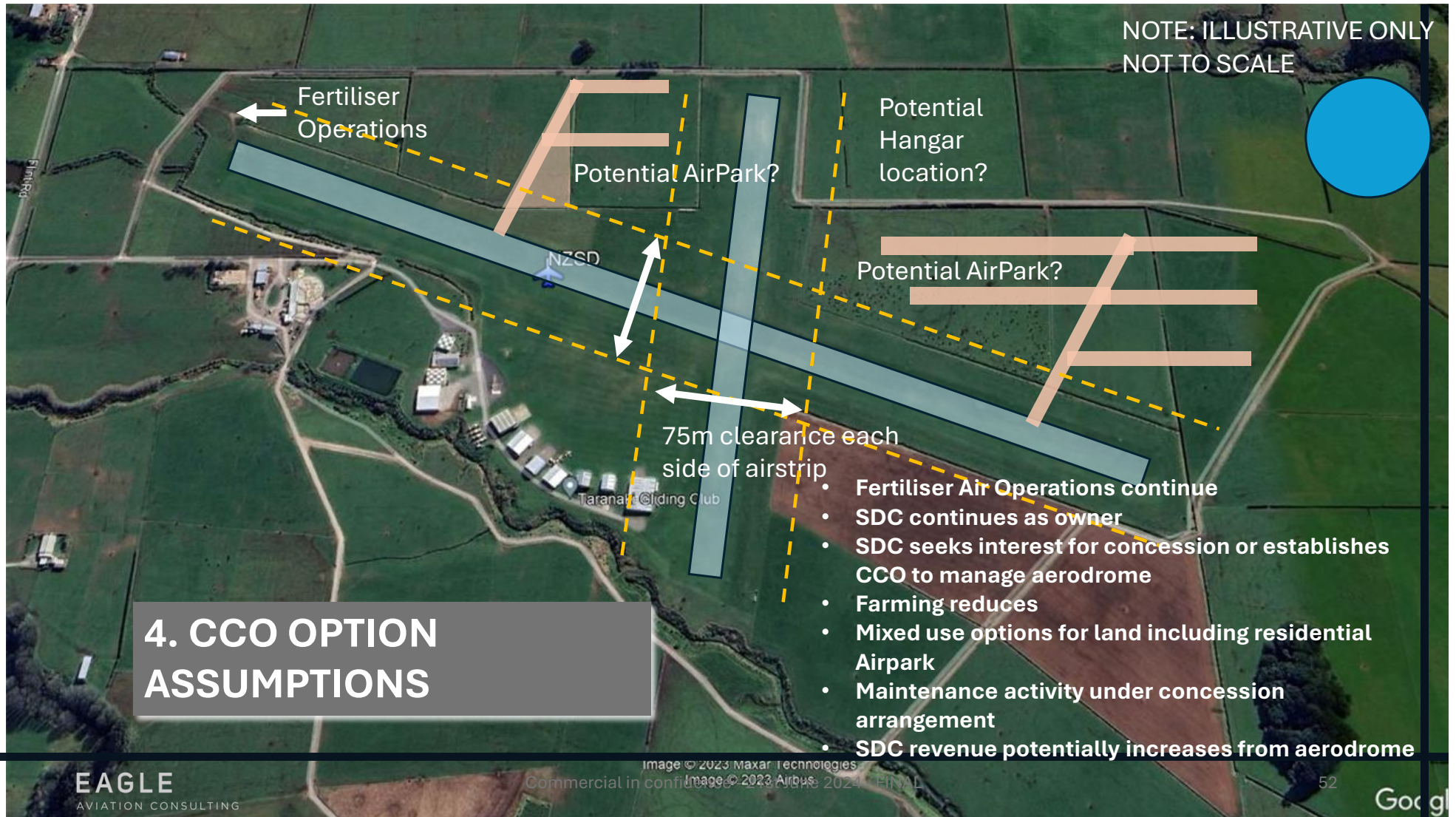
ANALYSIS OF 2011 STUDY – OPTION 7 - CURRENT ENCROACHMENT OF HANGARS CONSTRAINS FUTURE GROWTH – NEW HANGAR LOCATION IS REQUIRED

- 2011 Option 7 overlaid onto Google Earth with 75m each side of runway as safety areas
- 2011 Option 7 hangar location encroaches on safety areas
- Existing hangar encroaches on Runway 16/34

LEGEND

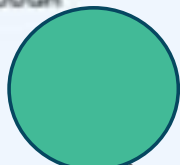
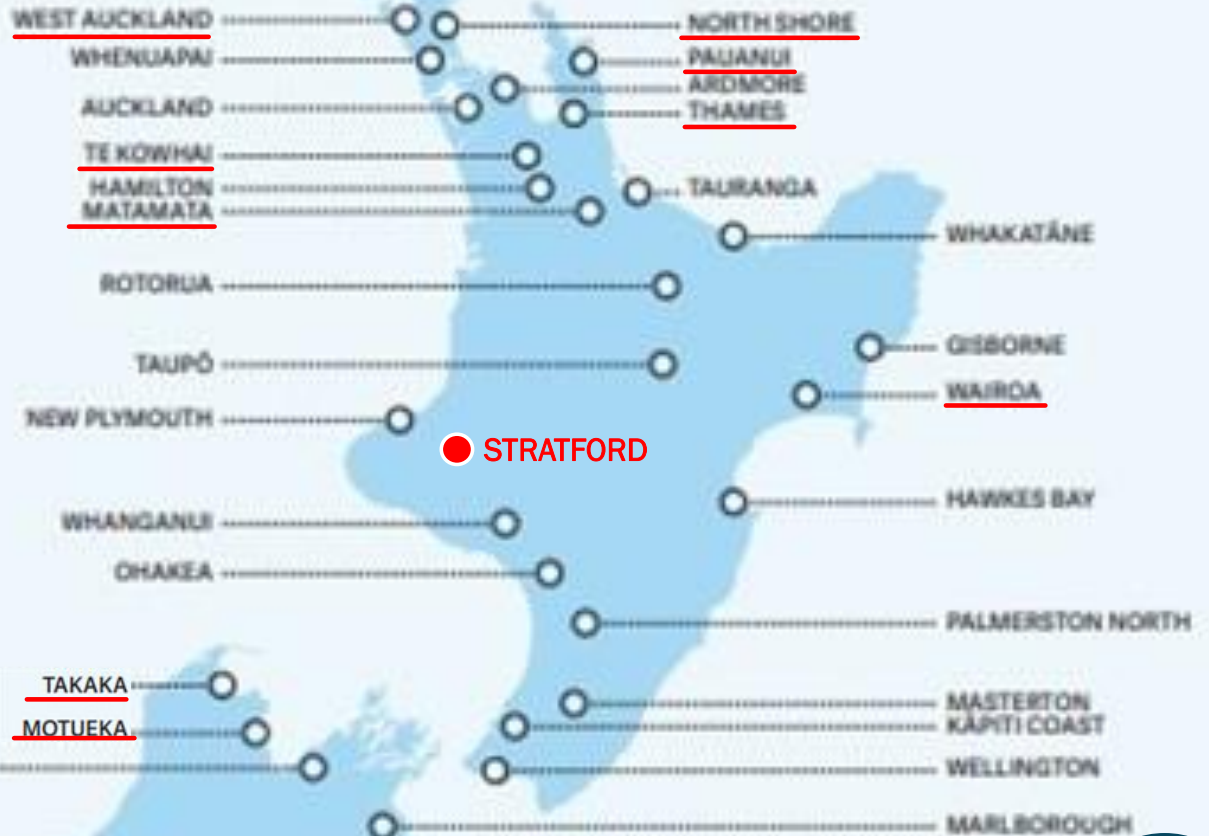
- - - 75m runway safety area each side of centreline
- Centreline
- Obstruction to 75m safety





POTENTIAL FOR STRATFORD TO FOLLOW SIMILAR AERODROMES AND BELONG TO NEW ZEALAND AIRPORTS ASSOCIATION

COMMERCIAL IN CONFIDENCE - 21ST JUNE 2024 - FINAL





APPENDIX



APPENDIX

APPENDIX: BACKGROUND ON AERODROME EVOLUTION

IMPORTANT NOTE:

- To inform strategic thinking and assumptions for this report, EAC considered background material and commentary on the evolution of the aerodrome and the opportunities and risks that could arise as a result of this strategic view update.
- For completeness, EAC sought to understand the history and evolution of the land allocated to the aerodrome, commencing in 1927/1928 through to present day.
- Some of this information is unclear and the following are considerations that may impact on strategic development of the aerodrome.
- Primary purpose of original land acquisition, as understood by EAC, is for aerodrome activities supplemented by farming?

APPENDIX

AERODROME AND FARM SYMBIOTIC RELATIONSHIP

- While all 130ha is designated aerodrome, excess land for the current scale of the aerodrome is operated by the SDC as a commercial dairying farm.
- The aerodrome appears to produce an operating deficit however the farm produces an operating surplus in accounting disclosures.
- The excess aerodrome land is put to productive use and appears to minimise cost exposure for public use of the aerodrome under SDC management currently.
- **Recommended actions:**
 1. The farm accounts do not include any staff costs, and clarity of allocation would enable greater visibility of revenue and costs.
 2. A more detailed review of the financial structuring and performance is recommended.
 3. An evaluation of charges, especially for commercial operators and visiting aircraft that currently access the aerodrome without charge should be reviewed.

APPENDIX

AERODROME + FARM COMBINED 10-YEAR FINANCIALS

- Farm activity appears profitable; however, it appears that:
 - Cost sharing between SDC and Sharemilker is uncertain. **Action:** Recommend a consolidated view of farm profitability.
 - Farm does not own the land however appears to pay no lease fees except for 6.39ha notionally leased from aerodrome for \$6,500 p.a.?
 - **Action:** Recommend an assessment of how accounting practices and use of capital is applied to farm.

Farm	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/24
Revenue	\$ 718,807	\$ 640,000	\$ 640,000	\$ 640,000	\$ 640,000	\$ 640,000	\$ 640,000	\$ 640,000	\$ 640,000	\$ 640,000	\$ 640,000
Operating expenses	\$ 314,350	\$ 325,936	\$ 322,710	\$ 329,652	\$ 336,769	\$ 344,063	\$ 351,540	\$ 359,203	\$ 367,058	\$ 375,110	\$ 383,362
Operating surplus (deficit)	\$ 404,457	\$ 314,064	\$ 317,290	\$ 310,348	\$ 303,231	\$ 295,937	\$ 288,460	\$ 280,797	\$ 272,942	\$ 264,890	\$ 256,638
Overheads	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000	\$ 31,000
Interest	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629
Depreciation	\$ 50,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
EBITDA	\$ 373,457	\$ 283,064	\$ 286,290	\$ 279,348	\$ 272,231	\$ 264,937	\$ 257,460	\$ 249,797	\$ 241,942	\$ 233,890	\$ 225,638
EBIT	\$ 323,457	\$ 228,064	\$ 231,290	\$ 224,348	\$ 217,231	\$ 209,937	\$ 202,460	\$ 194,797	\$ 186,942	\$ 178,890	\$ 170,638
Net surplus (deficit)	\$ 254,828	\$ 159,435	\$ 162,661	\$ 155,719	\$ 148,602	\$ 141,308	\$ 133,831	\$ 126,168	\$ 118,313	\$ 110,261	\$ 102,009

Source: December 2023 Farm and Aerodrome Committee Report

APPENDIX

AERODROME + FARM COMBINED 10-YEAR FINANCIALS

- Aerodrome has an operating deficit, however:
 - Revenue includes \$6,500 from the farm for 6.39ha of land, which appears inadequate for extensive land use?
 - Overheads allocated to aerodrome are similar for farm, yet aerodrome only uses 10% to 13% of the total land area?
 - Limited revenue line items available but only appear to be ground lease revenue for hangars and the 6.39ha for the farm.
 - Revenue from Fertiliser operations (ground/air) appear not to be adequately shown in 10-year forecast, and this activity includes substantial aerodrome takeoffs and landings?

Aerodrome	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/24
Revenue	\$ 27,472	\$ 27,472	\$ 27,472	\$ 27,472	\$ 27,472	\$ 27,472	\$ 27,472	\$ 27,472	\$ 27,472	\$ 27,472	\$ 27,472
Operating expenses	\$ 104,826	\$ 104,826	\$ 107,447	\$ 110,133	\$ 112,886	\$ 115,708	\$ 118,601	\$ 121,566	\$ 124,605	\$ 127,720	\$ 130,913
Operating surplus (deficit)	\$ (77,354)	\$ (77,354)	\$ (79,975)	\$ (82,661)	\$ (85,414)	\$ (88,236)	\$ (91,129)	\$ (94,094)	\$ (97,133)	\$ (100,248)	\$ (103,441)
Overheads	\$ 29,764	\$ 29,764	\$ 29,764	\$ 29,764	\$ 29,764	\$ 29,764	\$ 29,764	\$ 29,764	\$ 29,764	\$ 29,764	\$ 29,764
Interest											
Depreciation	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
EBITDA	\$ (107,118)	\$ (107,118)	\$ (109,739)	\$ (112,425)	\$ (115,178)	\$ (118,000)	\$ (120,893)	\$ (123,858)	\$ (126,897)	\$ (130,012)	\$ (133,205)
EBIT	\$ (113,118)	\$ (113,118)	\$ (115,739)	\$ (118,425)	\$ (121,178)	\$ (124,000)	\$ (126,893)	\$ (129,858)	\$ (132,897)	\$ (136,012)	\$ (139,205)
Net surplus (deficit)	\$ (113,118)	\$ (113,118)	\$ (115,739)	\$ (118,425)	\$ (121,178)	\$ (124,000)	\$ (126,893)	\$ (129,858)	\$ (132,897)	\$ (136,012)	\$ (139,205)

Source: December 2023 Farm and Aerodrome Committee Report

APPENDIX

AERODROME + FARM COMBINED 10-YEAR FINANCIALS

- Aerodrome + Farm mostly shows a self-sustaining symbiotic relationship, except:
 - **Action:** By FY30/31, the 10 year plan forecasts a combined deficit, and further evaluation is required.
 - **Action:** Recommendation of a full review of costs and internal transfer pricing and how these are allocated.
 - **Action:** Develop commercial opportunities for the aerodrome business and separate accounting methodology

Farm + Aerodrome	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31	FY31/32	FY32/33	FY33/24
Revenue	\$ 746,279	\$ 667,472	\$ 667,472	\$ 667,472	\$ 667,472	\$ 667,472	\$ 667,472	\$ 667,472	\$ 667,472	\$ 667,472	\$ 667,472
Operating expenses	\$ 419,176	\$ 430,762	\$ 430,157	\$ 439,785	\$ 449,655	\$ 459,771	\$ 470,141	\$ 480,769	\$ 491,663	\$ 502,830	\$ 514,275
Operating surplus (deficit)	\$ 327,103	\$ 236,710	\$ 237,315	\$ 227,687	\$ 217,817	\$ 207,701	\$ 197,331	\$ 186,703	\$ 175,809	\$ 164,642	\$ 153,197
Overheads	\$ 60,764	\$ 60,764	\$ 60,764	\$ 60,764	\$ 60,764	\$ 60,764	\$ 60,764	\$ 60,764	\$ 60,764	\$ 60,764	\$ 60,764
Interest	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629	\$ 68,629
Depreciation	\$ 56,000	\$ 61,000	\$ 61,000	\$ 61,000	\$ 61,000	\$ 61,000	\$ 61,000	\$ 61,000	\$ 61,000	\$ 61,000	\$ 61,000
EBITDA	\$ 266,339	\$ 175,946	\$ 176,551	\$ 166,923	\$ 157,053	\$ 146,937	\$ 136,567	\$ 125,939	\$ 115,045	\$ 103,878	\$ 92,433
EBIT	\$ 210,339	\$ 114,946	\$ 115,551	\$ 105,923	\$ 96,053	\$ 85,937	\$ 75,567	\$ 64,939	\$ 54,045	\$ 42,878	\$ 31,433
Net surplus (deficit)	\$ 141,710	\$ 46,317	\$ 46,922	\$ 37,294	\$ 27,424	\$ 17,308	\$ 6,938	\$ (3,690)	\$ (14,584)	\$ (25,751)	\$ (37,196)

Source: December 2023 Farm and Aerodrome Committee Report

SDC AERODROME

LAND TABLE COMPARISON

31ST MAY 2024

EAGLE
AVIATION CONSULTING



DRAFT & PRELIMINARY

BACKGROUND

- EAC analysed the aeronautical land allocations to inform the 2023 review of the 2011 Strategic review.
- Understanding the aeronautical asset in its totality enabled us to assess whether the earlier review had been sufficiently comprehensive, and whether that the asset was being employed in its best and most efficient manner in the interests of the Stratford stakeholders.
- This baseline then enabled the team to consider existing and potential future uses for the asset as well as ensuring that the 2023 strategic review provided a broad range of options for SDC to consider.
- The 2021-2031 and the 2024 to 2034 Property Asset Management plans identify council’s objective is to “maintain the aerodrome for use by the Stratford Community and other users”.
- Constraining the commercially and operationally efficient use of the aerodrome by allocating aerodrome land, at the expense of the aerodrome, to other activities undermines that objective.
- We agree that it is well within SDC’s purview to allocate areas of the aerodrome asset to non-aeronautical activities. However, EAC notes that early in our investigations Council provided ownership title information that aligns with public pronouncements referenced in our analysis.
- Council’s latest communication of land allocations are in part not supported by any new information, do not align fully with the designation, and appears to include non-aerodrome land.
 - As noted, our earlier analysis was supported by a range of documentation references and title information previously provided by Council.
 - Accordingly, EAC stand by our earlier analysis.
- Further analysis of SDC’s own committee reports and financial reports, as well as user interviews identified areas of opportunity and constraint.

BACKGROUND.../2

- The farm financial reports suggested impending negative financial outcomes which raised questions in our mind about the substantial allocation of aerodrome land to farm use. Combined with the poor fiscal performance of the aerodrome it appears that the best interests of all Stratford stakeholders may not be being met.
- EAC notes that the financials of the farm and contribution were unclear during the 2011 review and that EAC sourced Farm and Aerodrome minutes plus SDC forecasts to gain an understanding of the financial position.
- Our analysis of the financials from the farm and aerodrome committee suggests the farm has some form of liability exposure.
- There is a potential risk for Stratford if the loan for the farm business has been secured against the aerodrome land. Is this the case?
- Simply put, the farm derives its revenue opportunity from the use of a large allocation of aerodrome land.
- The net position to SDC doesn't need to change and any added value from the farm can pass through the aerodrome to SDC.
 - It likely raises a new question on the liability/financial viability of the aerodrome if a commercial tenant/s occupy aerodrome land? And,
 - Whether there is a crossover of any lossmaking or incurring debts (the farm) and obligations placed upon the aerodrome as a security? EAC do not know the answers to these questions.
 - There appears to be a debt incurred by the farming operation with details unclear on how this debt potentially encumbers the financials or liabilities of the aerodrome?
 - EAC notes that the financials of the farm and contribution were unclear during the 2011 review and that EAC sourced Farm and Aerodrome Committee minutes plus SDC forecasts to gain an understanding of the financial position.
 - The 2015 purchase of 50ha purchased for the benefit of the farm operation may create a risk if secured against the aerodrome. Is 50ha land purchased for \$2.5m, now worth \$2.3m according to latest valuations?
- Improved visibility of the financials would likely provide improved transparency and clarity of aerodrome performance as well as ensuring all stakeholders have confidence in the outcomes

NOTES ON LAND TITLES.../1

1. Attached tables compare EAC deductions from revisiting the Gazettes and Sara Flight's email with the 3 titles (attached slide).
2. EAC could not find an Order in Council, Proclamation, or other supporting information (authorising purchase) for the 1969 land acquisition included in the designation other than Gazetted details of the loan approvals.
 - i. This may not be unusual as the Local Authorities (Aviation Empowering) Act 1929 under which the initial parcels had been acquired had moved on by 1969.
 - ii. Similarly other local government Acts had become more flexible.
 - iii. The 1969 purchase of 37Ha, for example, would have been achieved under the Airport Authorities Act 1966 which repealed the 1929 Act and its subsequent amendments in 1960 and 1965.
 - iv. It is probable given the leeway the 1966 AAA provides local authorities that SDC was able to make the purchase decision on commercial reasons only requiring Treasury consent for the raising of a \$46,000 loan.
 - v. EAC does not have this information. EAC strategic review focused on the 2011 Aerodrome review.
3. There is an additional reconciliation issue with latest table advice for the titles or the land allocations in both the 2021-2031 (Section 3.5.6 Rental and Investment Properties Farm) and 2024-2034 (Section 3.5.18 - Council Farm) Property Asset Management Plans.
 - i. The variances in the plans are not substantial (10Ha) , however any reconciliation is further reinforced by the legal description in both Asset plans not aligning with the titles received
 - ii. • (Table 9-Aerodrome, in the 2024-2034 document).
 - iii. • Table 20 (Farm Information) identifies the Land Status as Fee Simple (probably the 50+ Ha in Sara's latest list) and for Aerodrome Purposes.
 - iv. **Council's latest position on the 4 land allocations is unsupported for 2 by any SDC evidence provided.**

Council Supplied Titles 13 Dec 2023 - validated with NZ Gazette references.							
Identifier	Legal Description	Purpose noted on title	Date	Area (Ha) noted on title	Actual area acquired in period	Reference Sources	Comments
TN116/65	Allotment 1 DP 2605	For establishing and maintaining an aerodrome	5-Feb-27	81.5619	201 acres, 2 roods, 7 perches	<p>1. - NZ Gazette #46, 21 Jun1934 Order in Council Consent to acquire land - Lot 1 DP2605, Part Section 104, Block II, Ngaire Survey District (201acre/2roods/7perches) and Part Lot 1, DP3176, Sections 103 & 104, Block II, Ngaire Survey District (40 acres).</p> <p>2. - Local Legislation Act 1935; SBC loan authorised for Allotment 1, DP2506, part of Section 104, Block II, Ngaire Survey District.</p>	The consent approval was for 241 acres, 2 roods,7 perches for an aerodrome site. The loan approval was for 201 acres, 2 roods, 7 perches. The title issuance date is shown as 1927 however the approval did not appear in the NZ Gazette until 1934 which suggests an error on the title.
TN140/52	Part Lot 1 DP 3176	For the purposes of an aerodrome	14-Aug-36	11.2806	27 acres, 3 roods, 20 perches	<p>1 - NZ Gazette #44, Jun 13 1935, Order in Council Aerodrome Loan Consent</p> <p>2 - NZ Gazette #46, 20 June 1935 SDC Notice to take land under the PWA;</p> <p>3 - NZ Gazette 27 June 1935 SDC Resolution setting rates for an aerodrome loan (NZP2000) 27 June 1935;</p> <p>4 - NZ Gazette #71/17 Oct 1935, Governor General Proclamation;</p>	This land was taken from Ms.E. O'Connor. The compensation value was disputed by Ms O'Connor.
TNB3/650	Part Lot 1 DP 3176	Not stated	22-Jan-69	36.877	91 acres, 20 perches	<p>1. - NZ Gazette #27, 8 May 1969 authorised pursuant to the Local Authorities Act 1956, an SBCspecial meeting resolution setting of a special rate to cover the annual charges of "Aerodrome Extension Loan 1969".</p> <p>2. - NZ Gazette #35 12 June 1969. Treasury consent to raising an "Aerodrome Extension Loan 1969"</p> <p>3. - Media reports</p>	In our draft document we referenced 36.86 Ha based on SDC advice that 119 acres was purchased from Ms.E.O'Connor. The 119 acres does not align with the 91.1 acres that constitute part of the designation area We could not find any Gazette references to the 119 acres but were able to align the 36.877Ha with the Aerodrome Extension Loan. The title does not specify the purpose and is also dated 6 months before the loan approval.
Total Ha				129.7195			This area and the titles align with that of the aerodrome designation

Council Supplied Table 02 May 2024 in response to Draft Review							
Identifier	Legal Description	Stated Purpose	Date	Area (Ha) noted on title		Reference Sources	Comments
	Lot 1 DP 489200	Registered aerodrome purposes		74.2245			No origin or timing references supplied by SDC with the response and unable to locate any NZ Gazette references for this legal description. A review of the 2021-31 and 2024-34 Property Asset Management Plans contains 4 Identifiers and two legal descriptions (TNB3/650 & TN140/52) for land that is identifiable as having been acquired for an aerodrome. The area here does not align with any of the titles for the aerodrome. Whether this is aerodrome land cannot be confirmed without further investigation. For example, TN116/5 of 81.5619Ha in area is greater than the alternative Lot data in SDC's latest advice here.
	Part Lot 1 DP 3176	Registered aerodrome purposes		11.2806	27 acres, 3 roods, 20 perches		No origin or timing references supplied by SDC in the response but this aligns with the NZ Gazette #46 1935 as the land taken from Ms.E.O'Connor by proclamation. Concur with this allocation.
	Part Lot 1 DP 3176	Registered aerodrome purposes - by Proclamation		36.877	91 acres, 20 perches		No origin or timing references supplied by SDC. This land was not taken by proclamation as noted in the SDC response but is identified as the land funded by loans referenced in 1969 NZ Gazettes #27 and #35. Agree with this allocation
	Lot 2 DP535724	Not stated		50.9292			Its not clear why SDC have included this parcel as it was not defined in our draft document. Believe this area relates to the a 53.11 Ha farm block purchased by SDC in 2015 to extend the existing farm and not for aerodrome expansion. An area was to be subdivided off this purchase and sold due to its unsuitability for farming. This area does not form part of the aerodrome designation and was not taken or purchased for aerodrome purposes.
Total Ha				173.3113			This area and the legal descriptions do not align with the titles provided earlier by SDC. Do not believe this is an accurate representation of the aerodrome land without further investigation.
Variance				(50.93)			Deduct 50.9292Ha non aero land
Balance				122.3821			The remaining area does not align with the designation of titles provided earlier.

NOTES ON LAND TITLES.../2

4. Points 2 & 3 in the email

- i. It is entirely within SDC's purview to decline to increase the aerodrome footprint.
- ii. EAC were appraised during the review in 2023 that:
 - there were potential aeronautical customers in the wings
 - a new charging regime was worthy of consideration, and that
 - economically, better use of the aerodrome asset was feasible.
- iii. The 2023 RFP scope did not include a full commercial business case, however EAC highlighted there were serious questions underlying the returns from their existing activities.
- iv. Regarding "if it is demonstrated that there are financial benefits to slightly increasing the footprint" omits to recognise the obligation that SDC has to act commercially with respect to their aeronautical assets - a factor that was carried over from the 1929 Act to the 1966 AAA.

5. The above raises an obvious question of whether SDC has a business case, or wishes to prepare one?

6. Point 4 in the email (following):

- i. It is clear in the 2024-2034 asset valuations that SDC classify the Aerodrome separately from the Aerodrome Farm (SDC terminology).
- ii. • SDC can choose not to answer the question however it doesn't change the classifications Council have allocated in the long term plan.
- iii. • In reality, Section 4 of the AAA 1966 allows SDC to add or dispose of assets as Council sees fit.
- iv. • However, it may be a matter of debate whether, while retaining ownership, Council can utilize the assets in less than a commercial manner?

7. From SDC's March 2024 Farm and [Aerodrome] minutes, EAC notes that Council has proposed an "*...amended Terms of Reference in Appendix 1 to this report be approved and become effective from 1 July 2024, AND the Farm and Aerodrome Committee is renamed the Farm and Investments Committee*". [Source: SDC 2024 - Agenda - Farm and Aerodrome - March – Agenda]

- Presumably, this means that consideration and actions will be given towards the best and most efficient use of the aerodrome asset?

Appendix

Email #1 of 2nd May 2024

From: Sara Flight
Sent: Thursday, May 2, 2024 2:44 PM
To: Simon Russell <simon@eagleavia.com>
Subject: FW: RE: Strategic development plan

Hi Simon

Hope your well.

We have held a workshop with Elected Members, can you please revise the draft strategic plan taking the below into consideration.

1.Council agrees to the purpose of all parcels being:

Legal Description	Parcel Area	Registered Aerodrome Purposes	Appendix Reference
Lot 1 DP 489200	74.2245 ha	Yes	Appendix 1
Part Lot 1 DP 3176	11.2806 ha	Yes	Appendix 2
Part Lot 1 DP 3176	36.8770 ha	Yes, by proclamation only	Appendix 3
Lot 2 DP 535724	50.9292 ha	No	Appendix 4
	173.3113 ha		

2.Council does not want to increase the current footprint of the Aerodrome, however, can do if it is demonstrated that there are financial benefits to slightly increasing the footprint.

3.Council is of the opinion that the farm makes money for the community and do not see how the expansion of the aerodrome could be as profitable.

4.Council will not answer the question – Is this land:

- A Farm with an Aerodrome; OR
- An Aerodrome with a Farm.

Kind Regards

Sara Flight
Property Officer

Te Kaunihera ā Rohe o Whakaahurangi | Stratford District Council

Commercial in confidence - 21st June 2024 - FINAL

Point 3. (Email #1 - 2 May 2024) “Council is of the opinion that the farm makes money for the community and do not see how the expansion of the aerodrome could be as profitable.”

4.3 In June 2023, Council Officers presented the draft Farm Business Report for 2023.

- **Council debt had increased by \$14,001 to \$1,965,100 during the 2022/23 year.**
- The Committee was asked to decide how much of the remaining \$169,882 net profit could be allocated to debt repayments.
- With interest rates increasing, it was recommended that a debt repayment continued to be made annually at a level that ensure debt was not higher than the previous year.

4.4 Council Officers informed the Committee that the 2022/2023 financial year hadn't been closed off and all invoices hadn't been accounted for, which meant the expenditure and net profit would change.

Expenditure would go up and available net profit would reduce.

Source: <https://www.stratford.govt.nz/repository/libraries/id:2cvuccag1cxbygm8445/hierarchy/SDC%20Agendas%20and%20Minutes/2024%20Agendas%20and%20Minutes/Farm%20%26%20Aerodrome/Agendas/Full%20Agenda%20Farm%20and%20Aerodrome%20-%20March%202024.pdf>

Email #2 of 2nd May 2024

From: Simon Russell
Sent: Friday, May 31, 2024 2:53 PM
To: Sara Flight <sflight@stratford.govt.nz>
Cc: elmassociates <elmassociates@outlook.com>; Grant Smitton (grant.smitton@greenstone.aero) <grant.smitton@greenstone.aero>
Subject: RE: RE: Strategic development plan

Hi Sara,

Hope the week has gone well. We've dialogued amongst ourselves on the land table this week and believe there are a number of discrepancies with the information in your earlier email.

I've marked an attached explanatory PDF as 'draft and preliminary' as the team haven't been able to meet in person this week with various commitments.

- We think the land title and use of Aerodrome raises more questions than we originally expected when EAC analysed the aeronautical land allocations to inform the 2023 review of the 2011 Strategic review.
- Understanding the aeronautical asset in its totality enabled us to assess whether the earlier review had been sufficiently comprehensive, and whether that the asset was being employed in its best and most efficient manner in the interests of the Stratford stakeholders.
- This baseline then enabled the team to consider existing and potential future uses for the asset as well as ensuring that the 2023 strategic review provided a broad range of options for SDC to consider.
- The 2021-2031 and the 2024 to 2034 Property Asset Management plans identify council's objective is to "maintain the aerodrome for use by the Stratford Community and other users".

Happy to discuss briefly on a call once you've read through the material next week, if that is helpful?

Cheers
Simon

Commercial in confidence - 21st June 2024 - FINAL

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MONTHLY REPORT

Assets Department



F22/55/04 – D24/41789

To: Policy and Services Committee
From: Director – Assets
Date: 24 September 2024
Subject: Assets Monthly Report for August 2024

Recommendation

THAT the report be received.

/
Moved/Seconded

1. Highlights

Roading

- Major slip on Mohakau Road, which remains closed.
- Works continued on the Broadway Pedestrian Crossing upgrades

Water Supply

- No water treatment issues were experienced during this reporting period.

Wastewater

- Wastewater oxidation pond monitoring and sampling are ongoing. Influent and effluent sampling are ongoing and remains compliant with resource consent conditions.
- 24-hour influent composite sampling is continuing to be undertaken.
- Diatomix dosing is ongoing, until we have used up the remaining stock.

Trade Waste

- Trade Waste Consents – no new consents issued.

Stormwater

- There were no stormwater reticulation issues during this reporting period.

Solid Waste

- 'Collect the Caps' competition continued in August to raise awareness and reduce contamination of lids in recycling.

Parks and Reserves

- Contractors are completing the maintenance of gardens and walkways in preparation for the Taranaki Garden Festival in November.
- The Victoria Park Reserve Management Plan is currently out for public feedback.

Special Projects

- The septic tank replacement at the Whangamomona Camping ground has been completed. Implementation of the Resource Consent granted for this work requires on-going management, including periodic meetings with Iwi.
- Survey for road stopping at Whangamomona, Manaia and Raupuha Road is underway.
- While a Request for Proposal (RFP) for a detailed design of Prospero Place is out to market, negotiations for the sale of the land continues.
- Wetlands at the proposed subdivision site is complete and the scheme plan is being prepared by the Surveyor. Following this, a hydrological assessment will be undertaken to finalise the scheme plan, prior to making formal application to the relevant authorities.
- Detailed design of the grit tanks and the raw water delivery line at the Water Treatment Plant is currently underway. This project is funded from the Better off Funding allocation.
- The contractor responsible for manifold installation contract is on the verge of liquidation. Officers are exploring available options to continue with the project.

2. Roading

2.1 Level of Service and Performance Measures

The Levels of Service for the Roading Activity are measured using several performance indicators as shown in the table below.

Roading Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2024/2025 YTD
Safe Roading Network	Road safety - The change from the previous financial year in the number of deaths and serious injury crashes (DSI) on the local road network, expressed as a number. The number of DSI's for 2021/2022 was 6, for 2022/23 was 3 and for 2023/24 was 1. Our target is zero (0) for 2024/25.	-1	Number to date = 1 According to CAS data there were no DSI crashes in the district in August.
	Road Condition		
Road Condition	Urban Road condition – The average quality of ride on sealed urban road network, measured by smooth travel exposure.	≥ 83%	Not yet measured.
	Rural Road condition- The average quality of ride on sealed rural road network, measured by smooth travel exposure.	≥ 91%	Not yet measured.
Road Maintenance	Sealed Road maintenance – The percentage of the sealed road network that is resurfaced:	≥5%	Not yet measured. ¹ The reseal programme has not commenced.
	Unsealed Road maintenance ² - The percentage of the unsealed road network that has been metal dressed.	≥7%	3.6% (7.4km) undertaken in August.
Footpaths	Footpaths that fall within LoS Standard - The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document.	>72%	Not yet measured.
Customer Request Management Response	Response to service requests - The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the long-term plan.	>88%	Not yet measured.
Customer Satisfaction	• Roading Network	>80%	Not yet measured.
	• Footpaths	>80%	Not yet measured

2.2 Customer Requests

There is one outstanding CRM for the month of August – 27550/2024.

2.3 Routine Maintenance

This month's completed works are Summarised in the table below.

¹Our target length is 20.3km.

²Our target length is 14.50km per annum.

Item	Activity Class	Completed Works
1	Sealed Roads	<ul style="list-style-type: none"> Potholes Sealed Various sites. Dig outs Bredow Road - Dug out 350mm deep and filled with AP65, compacted then capped it with 500kg of QPR Tomo Beaconsfield Road Level Uneven Surface Bredow Road - Dug out and metaled patch approximately 1.5 x 5m used 4m AP65
2	Unsealed Roads	<ul style="list-style-type: none"> Grading on Mangaehu Road, Upper Mangaehu Road, Barleyman's Road and Junction Road Aggregate Loss – Junction & Matau Roads Potholes filled on Akama Road, Arnold Road, Kirai Road, Kohuratahi Road, Matau North Road, Raekohua Road, Tuna Road & Waingongoro Road
3	Drainage Repairs	<ul style="list-style-type: none"> Blocked drainage on Finnerty Road, Orlando Street North, Fenton Street, SH3 (2 Broadway) & SH43 (1 Regan Street East) Cleared Inlet/Outlets Akama Road, Barleymans Road, Jury Road, Kirai Road, Kohuratahi Road, Mangaotuku Road, Matau Road, Mauku Road, Mohakau Road, Opunake Road, Popuanui Road, Raupuha Road, Rimuputa Road, Soldiers Road, Stanley Road, Tahora Road, Taihore Road, Tuna Road, Upper Mangaehu Road, Waingongoro Road, Wawiri Road, Whitianga Road Clearing of watertables on Bredow Road, Makuri Road, Puniwhakau Road, Radnor Road Installed new culvert markers on Bird Road, Mangaotuku Road, Mauku Road, Mohakau Road, Raupuha Road, Stanley Road, Tahora Road, Waingongoro Road, Wawiri Road & Whitianga Road New/Upgrade Culvert 375mm Bredow Road x 5 @ RP 1705/1771/1897/2112 & 2211, Denbigh Road RP 5978 & 6378 Sump grates cleared on SH3 (2 Broadway) & Warwick Road West
4	Signs/Furniture & Structures	<ul style="list-style-type: none"> Damaged Posts & Signs repaired Mangaopapa Road Signs cleaned: Popuanui Road, Orlando Street South, Raekohua Road, Salisbury Road, SH 3 (2 Broadway) Kirai Road, Skinner Road, Rimuputa Road, Mount Damper Road, & Mangapapa Road New sign installations: SH3 (2 Broadway) & Hamlet Street South - Avon School Fingerboards Posts down/leaning on Cardiff Road, Monmouth Road West, Skinner Road, Cordelia Street North, & Skinner Road Signs reinstated on Falstaff Street Sign Straightening done on Swansea Road, Beaconsfield Road, Fenton Street
5	Environment	<ul style="list-style-type: none"> Detritus cleared on Flint Road East, Croydon Road, Surrey Street General Debris cleared on Hills Road, Falstaff Street, SH43 (1 Regan Street East) Celia Street West & Swansea Road Illegal Dumping picked up on Eastern Service lane (North) Esk Road, Monmouth Road West, Opunake Road
6	Bridges	<ul style="list-style-type: none"> Bridges cleared – Finnerty Road & Radnor Road
7	Footpaths	<ul style="list-style-type: none"> Pothole on footpath Cressida Avenue CRM 27483/2024
8	Shoulders	<ul style="list-style-type: none"> Edge breaks filled on Climie Road, Finnerty Road, Flint Road West, Hastings Road South & Rutland Road Low Shoulder on Kaiapoi Road filled Unsealed Shoulder Widening on Denmark Terrace & Radnor Road
9	Vegetation	<ul style="list-style-type: none"> Pest plants Beaconsfield Road – Gorse plant sprayed
10	Railings	<ul style="list-style-type: none"> Sight Rails repaired & painted on Cardiff Road, Opunake Road, Beaconsfield Road & Stanley Road
11	Emergency Works	<ul style="list-style-type: none"> Fallen Trees Mangaehu Road RP 2496 & 3327 Brewer Road & Putikituna Road Landslips on Puniwhakau Road Road Drop Outs – Mangaopapa, Junction and Mohakau Roads Snowfall check on Manaia Road (SPR)
12	Surface Water Channels	<ul style="list-style-type: none"> Cleared Water Channels on SH3 (2 Broadway), Fenton Street, Juliet Street, SH 43 (1 Regan St East) Miranda Street North & Portia Street South
13	Markings	<ul style="list-style-type: none"> New work - Cardiff Road edge line & Blue RRPM on Bianca Crescent, Brecon Road North, Hunt Road, Midsummer Avenue, Montjoy Street, Pembroke Road East, Regan Street West & Verona Place
14	Complaints/ Compliment	<ul style="list-style-type: none">

2.4 Illegal Dumping

During the month, approximately \$590 was spent on clearing illegal dumping from Esk Road; Monmouth Road, Opunake Road, Eastern Service Land and Claudius Street.

Figure 1 shows some of the items retrieved.



Figure 1: Illegal dumping in the District.

2.5 August Rain Event

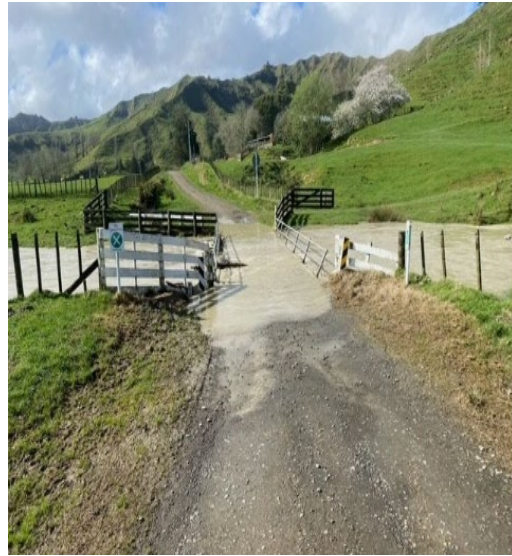
On Friday August 24th, the District experienced the first of a series of heavy rainstorms, which continued over the weekend. The network sustained a lot of flooding, damage and slips, especially in the eastern back country. The most severe damage happened on Mohakau Road (Figure 2), where over half of the carriageway was washed down the adjoining gully. The road was closed for safety, and remains closed whilst repairs are being made



Figure 2: Figure 1: Major slip on Mohakau Road



Whitianga Road



Mauku Road Flooding



Mangare Road Flooding



Stanley Road Slip



Mohakau Road Slip

Figure 3: Flood Damage throughout the District.

2.6 Ready Response Works

There were call outs in August due to the high rainfall and wind, which knocked trees down and caused flooding.

2.7 Building Consents, Resource Consents and LIMS

Roading assessments were made for a total of One (1) building consent application; Four (5) resource consent applications and Seven (7) LIM reports;

2.8 Capital Works

NZTA Board have finalised the National Land Transport Fund. The Council's funding bid for the 2024/25 financial year was \$3,385,000. The approved budget allocated is \$3,435,000.

2.9 Roothing Activities

A snapshot of the programmed and reactive works completed in August is shown in **Figure 4**.

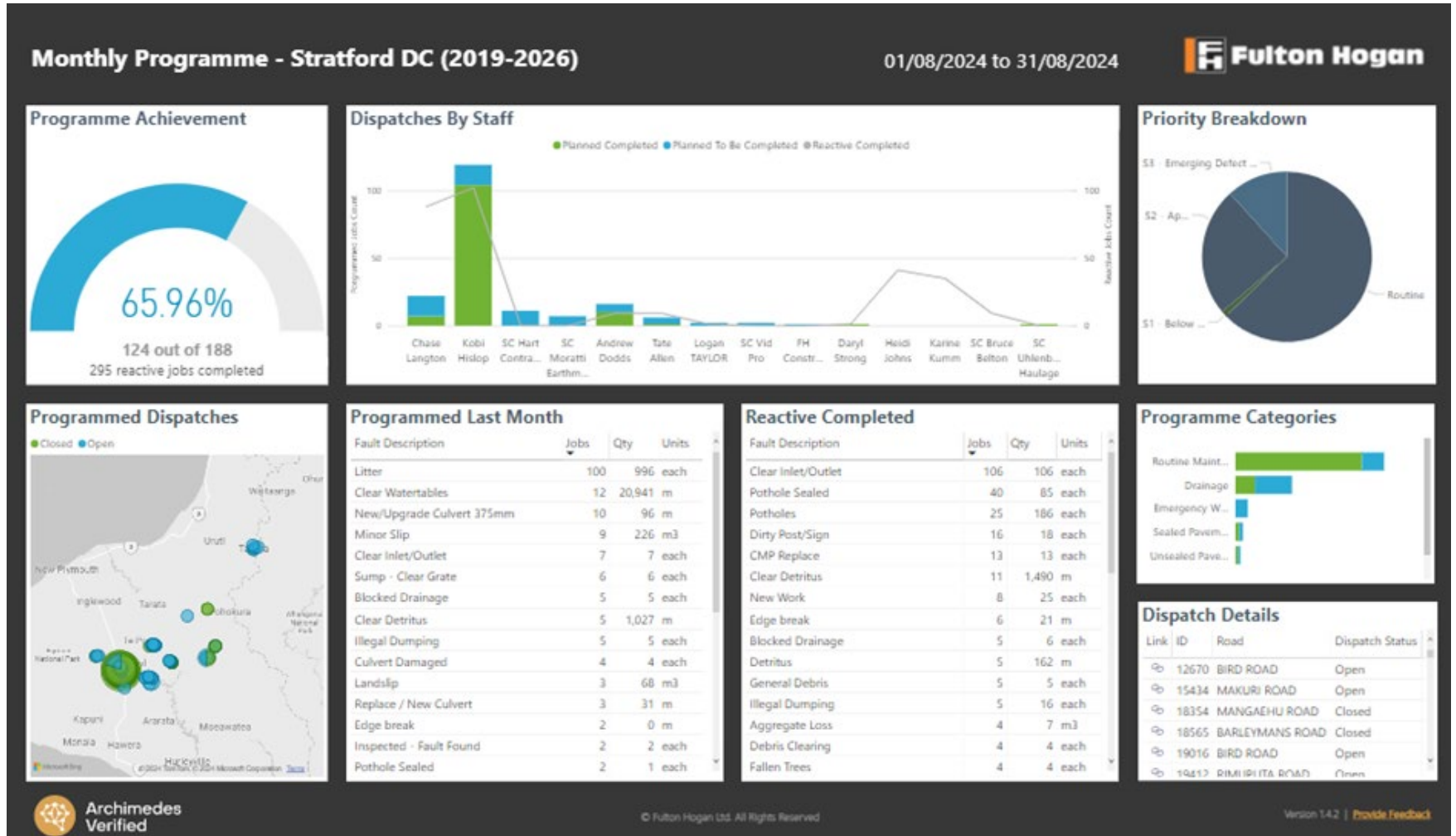


Figure 4: August 2024 Monthly Programme Achievement Chart

3. Services

3.1 Water Supply

The Levels of Service for the Water Supply Activity are measured using several performance indicators as shown in the table below.

Water Supply Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2024/2025 YTD
Safe Drinking Water:	DWQAR ³ 2022 Bacterial compliance		Achieved to date
	<ul style="list-style-type: none"> • Stratford • Midhurst • Toko 	100% 100% 100%	
• Drinking Water Standards	DWQAR 2022 Protozoal compliance		Achieved to date
	<ul style="list-style-type: none"> • Stratford • Midhurst • Toko 	100% 100% 100%	
• Maintenance of Reticulation	Water Loss – The percentage of real water loss from the local authority’s networked reticulation system (including a description of the methodology used to calculate this)	<25%	Not Yet Completed Achieved in 2023/24
A Reliable Water Supply:	Urgent Response Times –measure targets for the median response time for urgent attendance and resolution		Achieved to date 0 hr 19 mins 4 hr 28 mins
	<ul style="list-style-type: none"> • Attendance for urgent call-out • Resolution for urgent call-out 	2 hours 9 hours	
• Response Time	Non-urgent Response Times – measure targets for the median response time for non-urgent attendance and resolution		Achieved to date 0 day 19 hrs 40 mins 1 day 16 hrs 6 mins
	<ul style="list-style-type: none"> • Attendance non urgent call-out • Resolution non urgent call-out 	2 working days 5 working days	
• Unplanned Disruptions	Unplanned Disruptions - measure target for disruptions.		Achieved to date 0.33 0.0
	<ul style="list-style-type: none"> • Minor disruptions (between 5 and 50 connections affected) • Major disruptions (more than 50 connections affected) 	< 6 < 3	
Demand Management	Water Consumption – The average consumption of drinking water per day per resident within the district (in litres)	<275L / resident / day	Not Yet Completed Achieved in 2023/24
Customer Satisfaction	Number of complaints – The performance measure target for customer satisfaction is <32 complaints per 1,000 connections received for:		Achieved to date
	• Drinking Water Clarity;		0.66
	• Drinking Water Taste;	<32	0
	• Drinking Water Odour;		0
	• Drinking Water Pressure or Flow;		0
	• Continuity of Supply		0
Water Pressure	Water Pressure – The average water pressure at 50 properties within the water supply zone, including any that have complained about pressure and or flow meets Council specifications (flow>10l/min & pressure>350kpa)	100%	Not Yet Completed Achieved in 2023/24
	Fire Hydrants – The performance measure targets the percentage of hydrants meeting the NZFS Code of Practice conditions regarding supply	100%	Not Yet Completed Achieved in 2023/24
NZFS Conditions			

³ Drinking Water Quality Assurance Rules

3.1.1 Water Treatment

- No major water treatment issues were experienced during this reporting period.
- High outflows in Midhirst and prolonged bad weather which discoloured the water source meant the volume of water being produced did not keep up with the outflows and the reservoir level began to drop.

3.1.2 Water Reticulation

- The company undertaking the manifold upgrades in Stratford has been put into liquidation and because of this, the contract is having to be retendered; several companies have shown interest in tendering for the contract.
- A 30 ton digger that was used for demolition works on Romeo Street drove over a 50 mm AC water line when being loaded and crushed the pipe, necessitating an emergency water shutdown. This shutdown affected the ambulance station and several residential properties on Romeo Street, and discoloured water complaints were received from properties in the vicinity. The AC pipe was repaired and after the lines were flushed all water services returned to normal. Costs are to be recovered from the company responsible for the damage.



Figure 5: Romeo Street AC pipe break

- At the start of August the outflows at Midhirst significantly elevated and efforts were made to ascertain the cause. The weather deteriorated significantly nearer the end of August so enough water could not be treated to keep up with supply and the reservoir level began to drop. A tapping band on a 50 mm PVC rider main on Beaconsfield Road finally deteriorated enough for the water to surface and the leak was subsequently repaired, after which the outflows returned to normal and the reservoir could be refilled to 100%.
- Minor toby leaks were reported across Stratford.
- One complaint was received from a resident of Toko regarding their water filter requiring cleaning. The reservoirs were inspected and found to be essentially free of contaminants and Council staff are undertaking weekly flushing of the water line that feeds the property. It was explained to the resident that Toko's treated water is extracted from a bore that is filtered using a sand filter matrix and the 20 micron filter within the residential dwelling will always exceed the filtering capacity of the water treatment plant and therefore will likely always require cleaning.



Figure 6: Leaking 50 mm PVC rider main tapping band and repair

3.1.3 Capital Works

- The raw water delivery line and grit tank design work is progressing. Geotechnical assessments have found that the proposed location for the new grit tank is not suitable due to the underlying ground conditions and further geotechnical work is to occur to identify a suitable location.

3.1.4 Building Consents, Resource Consents and LIMs

- Assessments were made for a total of:
 - Two (2) Building Consent applications;
 - Three (3) Resource Consent applications; and
 - Seven (7) LIM reports.

3.2 Wastewater

The Levels of Service (LoS) for Wastewater Activity are measured using several performance indicators as shown in the table below.

The overarching LoS is the management of wastewater without risk to public health.

Wastewater Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2024/2025 YTD
System Adequacy	Dry weather sewerage overflows - The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system.	<6 per 1,000	Achieved to date 0.37d
Discharge Compliance	Resource Consent Compliance – Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number, received by the territorial authority in relation to those resource consents, of:	<1	Achieved to date
	<ul style="list-style-type: none"> • Abatement notices; 		0

Level of Service	Performance Measure	Target	2024/2025 YTD
Response and Resolution Times	<ul style="list-style-type: none"> Infringement notices; 		0
	<ul style="list-style-type: none"> Enforcement orders; and 		0
	<ul style="list-style-type: none"> Convictions. 		0
	<p>Sewerage overflows - Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times are measured:</p> <ul style="list-style-type: none"> Attendance time from the time that the territorial authority receives notification to the time that service personnel reach the site. Resolution time from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault. 	2 hours 9 hours	Achieved to date 0 hrs 31 mins 2 hrs 07 mins
Customer satisfaction	<p>Complaints - The total number of complaints, expressed per 1000 connections to the territorial authority's sewerage system, received by the territorial authority about any of the following:</p>		Achieved to date
	<ul style="list-style-type: none"> Sewage odour 	<6	0
	<ul style="list-style-type: none"> Sewerage system faults 		0.37
	<ul style="list-style-type: none"> Sewerage system blockages 		1.85
<ul style="list-style-type: none"> The territorial authority's response to issues with its sewerage system. 	0		
Trade Waste Complaints Response times	<ul style="list-style-type: none"> Attendance time: from the time the Council receives notification to the time that a Trade Waste Officer arrives on site. 	<2 working days	Achieved to date 0 (August – 0)
Trade Waste Consent Processing	<ul style="list-style-type: none"> Percentage of trade waste consent applications processed within 15 working days. 	100%	Achieved to date 0 (August– 0)

3.2.1 Operations

Wastewater Treatment

- No major issues were experienced at the wastewater treatment plant.
- Pond wall stability works have commenced at Victoria Road on the eastern wall of pond 1 in order to gain a dam certificate of compliance as is required due to the volume of water that is stored in conjunction with the pond wall height. Works to lower the level of pond 1 so the repair work could be undertaken has shown that the volume of sludge material within the pond far exceeds what the pond was previously thought to have contained, based on the reported results of a sludge survey undertaken by consultants in 2019. The pond was last cleaned out in 2004 and Council Officers are now beginning the process of applying to Taranaki Regional Council for resource consent to undertake sludge removal and disposal works in a similar manner.



Figure 7: Wastewater pond wall stability works



Figure 8: Wastewater treatment pond sludge buildup

Wastewater Reticulation

- There were no major issues relating to wastewater reticulation during this reporting period.
- The Esk Road cattle effluent dump station camera was stolen and this has been reported to the Police. The camera was last stolen in 2022 but in this instance the offender(s) could not be identified.
- While attending a blocked sewer lateral complaint on Antonio Street it was found that the dwelling roof water downpipe was recently repaired and plumbed directly to sewer. The property owner was made aware that such connections are a breach of Councils' wastewater bylaw and has subsequently undertaken to direct the roof water away and increase the gully trap storm water protection.



Figure 9: Illegal downpipe sewer connection and remedial works

Health and Safety

- There were no health and safety incidents during this reporting period.

Oxidation Pond Influent and Effluent Sampling

- Monthly influent and effluent composite sampling of the wastewater treatment ponds is ongoing in accordance with resource consent conditions.
- Compliance was maintained during this reporting period.
- The Diatomix solution has been exhausted and the trial has ceased due to its proven ineffectiveness within the Stratford wastewater treatment ponds.

3.2.2 Capital Works

- As previously reported, pond wall stabilisation works have commenced at the Victoria Road wastewater treatment ponds.
- As previously reported, the Diatomix dosing trial has ceased.

3.2.3 Matters Outstanding

- There are no matters outstanding for this reporting period.

3.3 Trade Waste

The following provides a summary of Trade Waste Activities for the month of August:

3.3.1 Trade Waste Consent Holders - Programme to inspect and sample operators continues. Since several operators rarely use (or have never used) the Esk Road facility, some sampling has not always been able to be completed within timeframes specified in their consents. Ongoing attempts are being made to sample the remaining operators overdue. The brewery business on a Conditional Consent, recently inspected and sampled to test for compliance, with limits set within the consent conditions, was shown to be compliant.

3.3.2 Permitted Activities – Ongoing monitoring of businesses which have been assessed as high risk for not complying with the permitted status of their activity. No issues identified during the month of August.

3.3.3 General – Regional Trade Waste Officer meeting and Fonterra site visit was undertaken. Shared updates on Three Waters Reform and impact on Trade Waste activities in the Region.

3.4 Stormwater

The Levels of Service for the Stormwater Activity are measured using several performance indicators as shown in the table below.

There were no major issues relating to stormwater operations during this reporting period.

Stormwater Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2024/ 2025 YTD
Stormwater system protects property from impacts of flooding.	System adequacy		
	<ul style="list-style-type: none"> • The number of flooding events that occur in a territorial authority district. "Flooding" in this context means Stormwater entering a habitable floor 	0	0
	<ul style="list-style-type: none"> • For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's Stormwater system.) 	0	0
Discharge Compliance	<ul style="list-style-type: none"> • For each flooding event, the number of buildings in the central business zone affected by flooding. 	0	1 Not Achieved to date
	Resource Consent Compliance – Compliance with the territorial authority's resource consents for discharge from its Stormwater system measured by the number of:	N/A	
	<ul style="list-style-type: none"> • Abatement notices; 		
	<ul style="list-style-type: none"> • Infringement notices; 		
	<ul style="list-style-type: none"> • Enforcement orders; and 		
<ul style="list-style-type: none"> • Convictions. 			

Level of Service	Performance Measure	Target	2024/ 2025 YTD
Response Times	The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.	2 hours	0 hrs 9 Minutes Achieved to date
Customer satisfaction	Complaints - The number of complaints received by a territorial authority about the performance of its Stormwater system, expressed per 1000 properties connected to the territorial authority's Stormwater system.	< 9	0 Achieved to date

- During an extremely heavy rain event at the end of August, Kings Theatre on Broadway was flooded with storm water at the rear and basement areas of the building. The flooding was caused by a private storm water pipe that runs under the building becoming blocked and the water backed up in the pipe and discharged into the western side of the building from a below ground chamber causing damage to the carpets. The pipe is fed with road runoff from the adjacent service lane and from the building roof.

Council contractors undertook to water blast the storm water pipe clear of debris and removing material from the catch pit in the service lane sump is to occur. Kings Theatre are claiming against their insurance for the damages caused to their carpets.



Figure 10: Storm water pipe location under Kings Theatre

3.5 Solid Waste

The Levels of Service for the Solid Waste Collection Activity are measured using the performance indicators shown in the table below.

Solid Waste Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2024/2025
The levels of waste generated are reducing	Quantity of Waste to landfill per household (kg/hh/annum) (municipal kerbside collection only)	<500kg kg/hh/annum	Expected to achieved (August – 40.9 kg/hh; Annual estimate is 491 kg/hh/annum)
	Percentage (by weight) of Council controlled waste stream that is recycled from the kerbside (municipal kerbside collection only)	>20%	Achieved to date - 20%
The waste collection service is fit for purpose.	Percentage of customers satisfied with the service provided.	>80%	Not yet measured.

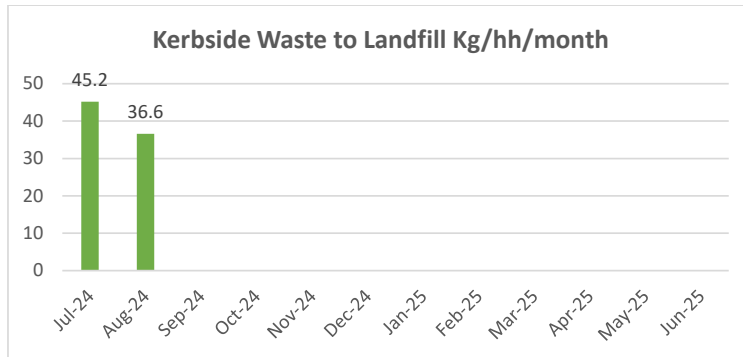


Figure 11: LOS 1 Total Waste to Landfill- Kerbside (Per Kg per household per month)

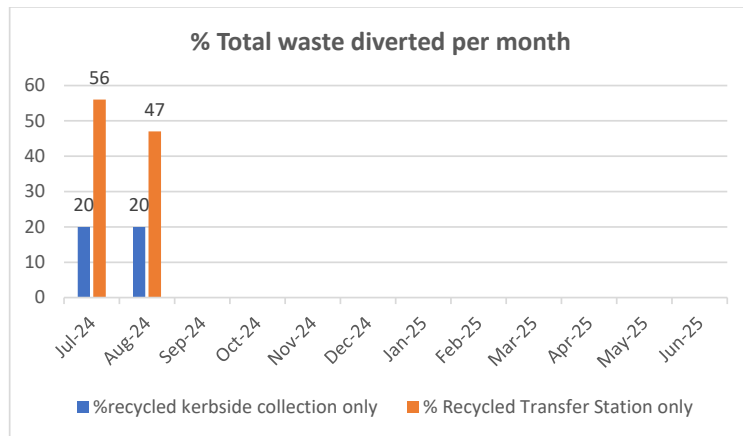


Figure 12: Data now includes new measure that includes diverted transfer station waste. NB: Diversion from Transfer Station includes comingled, glass, steel and cardboard. Excludes greenwaste

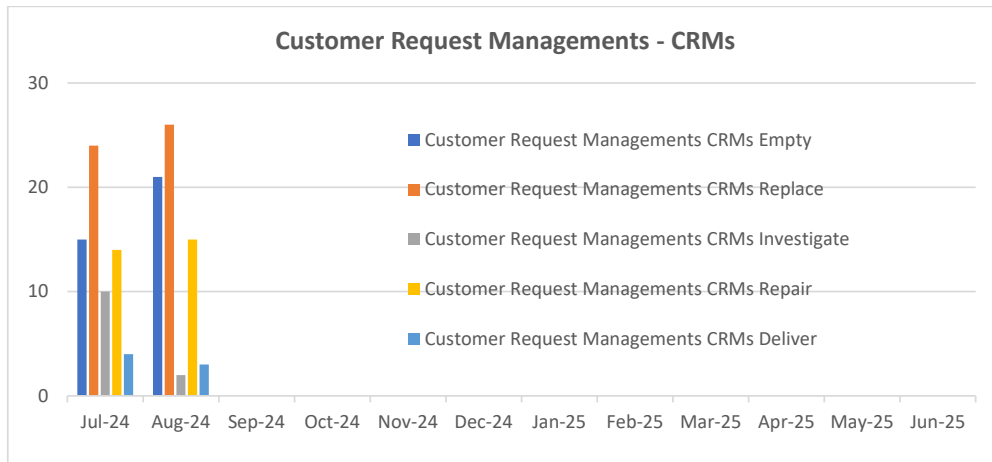


Figure 13: Customer Requests Trends

The customer requests trends chart in **Figure 13** shows an increase in the number of bins being replaced (vs repaired) by our contractors, which is an indication of our aging bin stock.

3.5.1 Planning – Strategies, Policies, Plans and Bylaws

- The *Sustainability Policy* is now active, it was approved at the 13 August Ordinary Committee meeting. Elected members will notice a new section in the information and decision reports where council officers will consider and apply the policy against the report subject.
- Officers are developing a framework for a *Sustainability Strategy* to further embed Sustainability across all Council functions.
- The current *Regional Waste Services Contract* ends on 30 September 2024; the new contract, which commences on 1 October 2024. The contract period is for 10 years. Officers are working with the Regional Solid Waste Working Group and on internal SDC operational processes to ensure a smooth transition.

3.5.2 Kerbside Collection Pre-Contract Bin Audit

- A draft report has been completed on the bin audit. Efficiencies have been identified and new processes recommended. Residents whom have multiple 'unrecorded' solid waste kerbside containers will have these removed, unless prior permission has been recorded and granted. The majority of this work will be done in September.
- Contamination Notifications, including education and notification letters.

3.5.3 Waste and Water Minimisation Education

- Planning is underway for a mini Solid Waste Analysis Protocol (SWAP) to determine the composition of general waste bins and to monitor any changes that occur after campaigns (WMMP 2023 action). Completing two mini swaps per year will also allow for identification of seasonal fluctuations.
- August saw four more schools/ECE join the 'Collect the Caps' competition with 13 schools/ECE now participating. This action was selected to be SDC's first campaign, as lids are the biggest contamination found in our recycling with over 90% of audit contaminations including lids. The competition will run until December 2024.
- Planning was completed for a youth workshop hosted by Taranaki Regional Council focusing on illegal dumping and littering to be held the first week of September at the Stratford War Memorial Centre.
- August saw the completion of the *Bin Condition and Assessment*. The Rubbish and recycling register has been updated. Properties that were identified as either paying insufficient or no solid waste rates, are to be invoiced, and will now be included when next rates are struck in 2025.

- The Education Officer and the Waste Minimisation Officer have been working with the IT team to ensure the processes of entering contamination results into 'Authority', ensuring registers are maintained and up to date, and customer requests are processed effectively and efficiently.
- Pre planning is underway for September events including:
 - Second Hand September.
 - Clean up Week (23 – 27th September) with two groups having pre-booked
 - Investigating mobile transfer station procurement options
 - International Pirates Day – The 3 'Rrrrrs' -Reduce, Reuse and Repair (19th September)

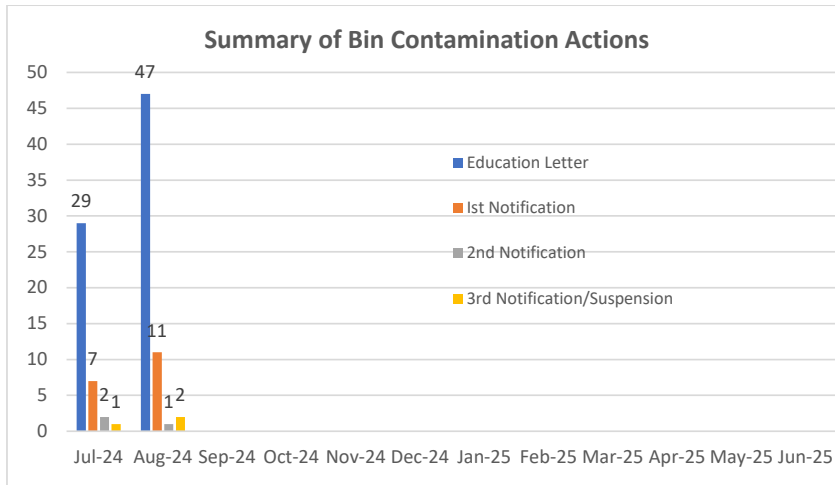


Figure 14: Summary of Bin Contamination Actions - Education and notification letters monthly

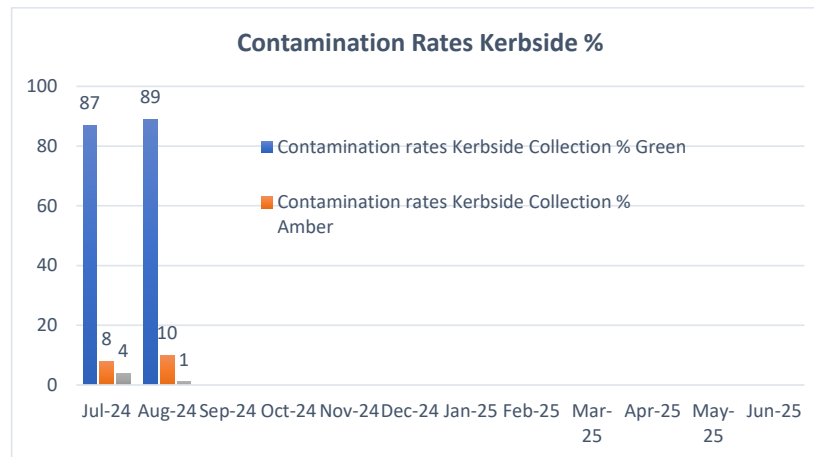


Figure 15: Kerbside Contamination Rates

4 Property

- The Property Officer manages several community facilities including the Aerodrome; Civic Amenities; Rental and Investment properties and land.
- Key Projects include:
 - **The TET Multisport Stadium** - Entrance and Gymnasium Door Upgrade: - The Gymnasium Door was installed early August. The Entrance Door is programmed in to be installed in October, with completion in the 2024/2025 financial year.
 - **Civic Amenities – Asbestos Surveys** – Request for Quote currently out to the market, due to close on the 5th September.

- **The TSB Pools Complex** – Demolition of the TSB Pool is programmed for this year of the LTP. Officers are currently working on the procurement documents and awaiting completion of asbestos demolition report, delivered through the Civic Amenities – Asbestos Survey contract.
 - **Whangamomona District – Civic Amenities Maintenance – Cleaning of Public Toilets** – Request for Quote - currently out to the market, due to close on the 24 September 2024
 - **Housing for Older Persons – Roof Replacement** – Officers are currently working on the tender documentation, aiming to go out to the market in September 2024.
- The Customer service request history for the property activity.

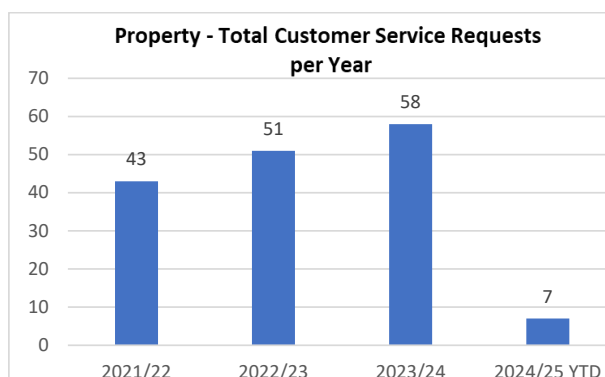


Figure 16: Customer service request history – August 2024

Note: Complaints, concerns, observations and suggestions from the public are categorised as Customer requests. The figures above do not relate only to complaints received.

4.1 Aerodrome

- Officers presented the final draft of the Aerodrome Strategic Development Plan 2024 to Elected Members at a workshop in July. Feedback from the workshop will be incorporated in the decision report which will be presented to the Policy and Services Committee in September 2024.
- The next Aerodrome Users Group meeting will be held on the 22 November 2024.
- Performance Measures below relate to yearly targets which are measured annually

Level of Service	Performance Measure	Target	2024/2025 YTD
To maintain the Aerodrome for use by the Stratford Community and other users.	Engage and meet regularly with Aerodrome users by attending formal meetings.	>3 meetings attended regularly	Not yet measured
The aerodrome is used by the Stratford community and visitors.	Number of aircraft movements for the year.	>3,500	Not yet measured

4.2 Civic Amenities

The Council's Amenities portfolio include:

- Housing for Older Person;
- TET Stadium;
- War Memorial Centre;
- Centennial Restrooms;
- Wai o Rua – Stratford Aquatic Centre; and
- Public toilets.

The Civic Amenities Performance Measures are provided below, many of which are based on annual targets.

Level of Service	Performance Measure	Target	2024/2025 YTD
To provide well maintained and utilised facilities.	Buildings legally requiring a Building Warrant of Fitness (WoF) have a current Building WoF at all times.	100%	100%
	Annual daily usage of War Memorial Centre measured by the percentage of days in a year there is a booking.	>75%	92% average achieved to date (August result was 87%, Figure 17)
	Annual daily usage of Centennial Restrooms measured by the percentage of days in a year there is a booking.	>70%	47% average achieved to date (August result was 52%, Figure 19)
	Booking cancellations as a percentage of total annual bookings for the War Memorial Centre and Centennial Restrooms.	<20%	20% average achieved to date WMC (August result was 24%, Figure 18)
			0% average achieved to date CRR (August result was 0%, Figure 20)
To maintain the housing pool to ensure compliance with the relevant legislation.	All rental units comply with legislative requirements arising from Residential Tenancies Act, Health Homes Standards and any other applicable legislation.	Legislative requirements all met.	Not yet measured.
	Maintain existing toilet facilities and ensure regular scheduled cleaning.	Percentage of Stratford District residents satisfied with overall level of service of toilets.	>80%

The Civic amenities occupancy rates / patronage are shown in the table and charts below.

4.2.1 Housing for Older Persons

The annual occupancy for the Housing for Older Persons during the month of August is 100%.

4.2.2 War Memorial Centre

- Total number of bookings was 61 during the month of August 2024:
 - 49 bookings honoured.
 - 12 bookings were cancelled

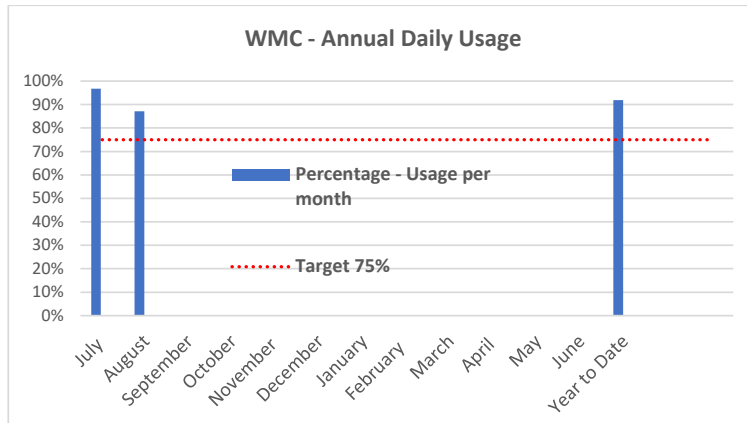


Figure 17: War Memorial Centre Annual Daily Usage

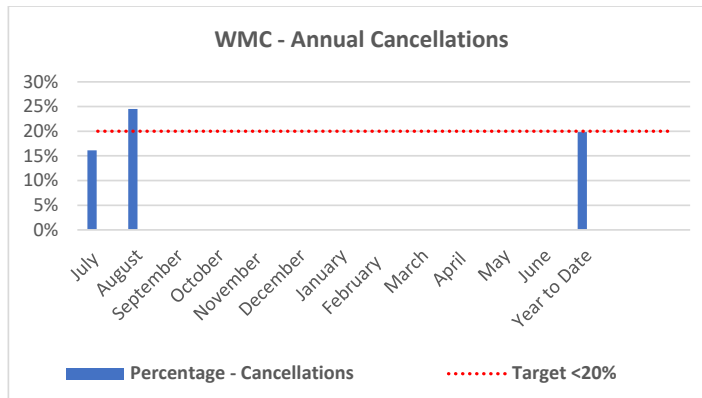


Figure 18: War Memorial Centre Annual Cancellations

4.2.3 Centennial Restrooms

- Total number of bookings was 2 during the month of August 2024:
 - 22 bookings honoured.
 - 0 bookings were cancelled

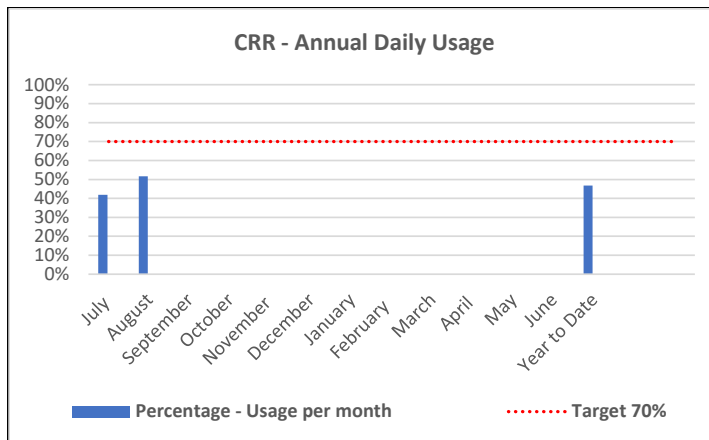


Figure 19: Centennial Rest Rooms Annual Daily Usage

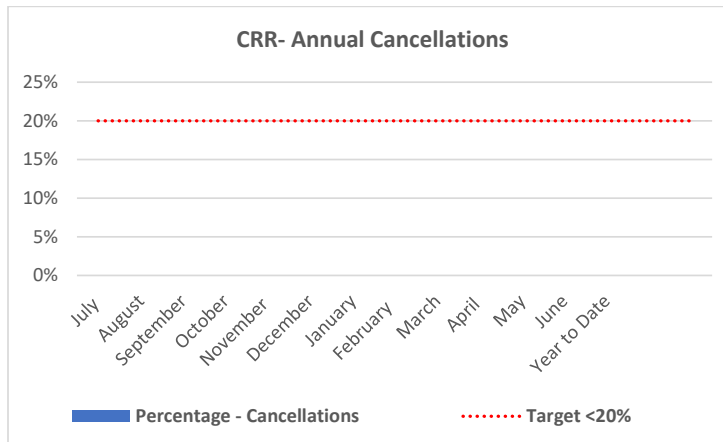


Figure 20: Centennial Rest Rooms Annual Cancellations

4.3 Rental and Investment Properties

The Council's Rental and Investment Properties are:

- the Farm;
- the Holiday Park (operated by a third party, with a formal lease on the land); and
- Rental properties (urban and rural land, and commercial properties).

The Levels of Service are measured annually and reported at the end of the financial year, using the performance indicators shown in the table below.

Level of Service	Performance Measure	Target	2024/2025 YTD
To run the council farm in a way that maximises profits and meets the National Environmental Standards (NES)	Milk production is maximised.	>150,000 kg/ms	9,449 KgMS to date
The Council is meeting national Environmental standards.	The Council farm's Environmental Plan is reviewed annually	Achieved	Achieved to date Review of the farm Environmental Plan is set for June 2025
To ensure commercial (rental properties?) properties owned are safe and legally compliant.	Commercial properties are compliant with relevant legislation.	Achieved	Achieved to date

All commercial properties are compliant with the relevant legislation, including the resource and consent conditions; Tenancy requirements; and Health Homes requirements.

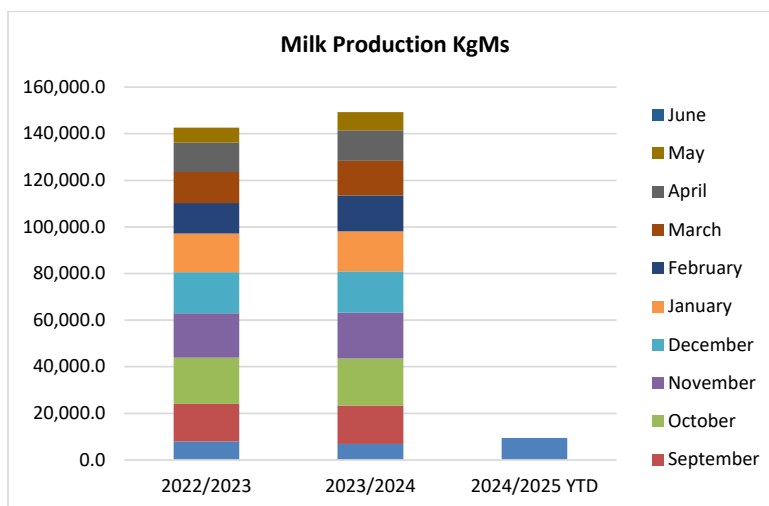


Figure 21: Milk Production KgMs

4.3.1 The Farm

Calving is nearing the end, with only 42 left to calf.

At the beginning of August, a storm event hit Stratford, which resulted in the Council farm and Aerodrome being under water for a few hours. When the water subsided, it revealed damage to three of Council farm culverts. Officers are planning to procure remedial works in accordance with Council's Procurement Policy and subject to available/ approved funding.

5 Parks and Reserves

The performance of Council's parks and reserves activities are measured using the targets shown in the table below. Measurement is done annually and reporting at the end of the financial year.

Level of Service	Performance Measure	Target	2024/2025 YTD
To maintain parks, sports fields, cemeteries and reserves.	Number of complaints specifically relating to Council service delivery.	<40	14 – Achieved to date
	Percentage of Stratford residents satisfied with:		
	Parks;	>85%	Not yet measured (90% achieved in 2023/24)
	Sports fields;	>80%	Not yet measured (76% achieved in 2023/24)
	Cemeteries.	>80%	Not yet measured (74% achieved in 2023/24)
To provide safe playgrounds to the community.	All existing playgrounds meet NZ Safety Standards.	No result (Biennial Review)	Not yet measured (Achieved - Full compliance in 2023/2024)
To maintain safe foot bridges to the community.	All existing foot bridges meet NZ Safety standards.	No result (Biennial Review)	Not yet measured (Achieved - Full compliance in 2023/2024)

The customer service request history for the Parks and Reserves Activity is shown below.

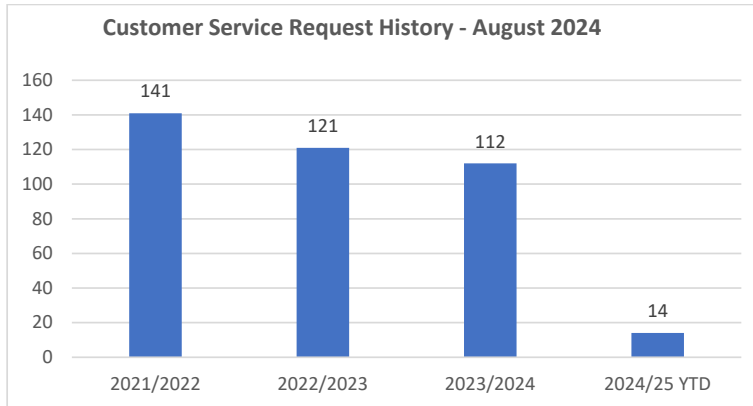


Figure 22: Total Customer Service Requests – August 2024

	2021/2022	2022/2023	2023/2024	2024/2025 YTD
Parks	24	31	23	4
Structures	32	17	17	2
Sports grounds	5	7	12	1
Playgrounds	14	7	8	4
Cemeteries	11	12	4	
Street Trees	24	28	38	1
Walkways	31	19	10	2
Total	141	121	112	14

5.1 Ongoing Vanadalism

- Stolen Plants** - 20x griselinia plants were stolen from the boundary of Victoria Park (Cordelia Street). This was noticed by contractors on 20 August 2024. Council Officers have filed a Police 105 Report and awaiting to hear back from Police, as a CCTV camera is located on the lights at the Victoria Park green space (next to bike park).



Figure 23: Park area where plants were stolen

- **Damage to Colonel Malone Reserve** - Over the last few months, officers have observed damage to plants and trees, with hammered nails into tree branches, hand-sawn at tree branches and a number of items and structures painted blue. Officers have filed a Police 105 Report and awaiting a response. Contractors have tidied up the Reserve since this vandalism has occurred.



Figure 24: Damage to Colonel Malone Reserve

6 Capital Projects

Progress updates on some of Council's key projects, as of **31 August 2024**.

6.1 Whangamomona Camping Ground Septic Tank Replacement

The installation of the Septic Tank is complete, with the exception of minor reinstatement works. The Resource Consent that authorised this project provides for ongoing management, including:

- Fencing around the effluent field to deter stock, people and vehicles entering this area.
- Planting within the fenced area with riparian planting.
- Carrying out maintenance on the Septic Tank and associated pipe work every 12 months and report to Iwi.
- Inspection of Septic Tank, associated pipe works, and effluent field every three years to ensure integrity and performance and report to Iwi.
- Sampling of discharge in January 2025, 2027 and 2029, to confirm that effluent quality standard is being met.
- Emptying of the buffer tank within two weeks prior to Republic Days and any other high occupancy periods.

6.2 Whangamomona Domain

Survey of the road to be stopped has been completed and the plan lodged with LINZ for approval. A report for the Ministerial consent is ready to go once the plan is approved.

6.3 Subdivision

The scheme plan for the Council's subdivision is being finalised, taking into account the delineated wetlands on the property. Once completed, a hydrological assessment will be undertaken to complete the final scheme plan prior to lodgement of resource connect application.

6.4 Prospero Place Development

A Request for Proposal (RFP) is currently out to market for the design of the Prospero Place development. A workshop will be arranged with Elected Members and Key Stakeholders to identify and discuss key considerations before detailed design is undertaken.

6.5 Purchase of the land at Prospero Place

Council has received an estimate for the necessary demolition work to enable purchase of the land at Prospero Place. Officers are waiting, amongst other things, on the Sale and purchase agreement from the current owner, being prepared by their solicitor.

6.6 Manaia Road

Officers have received the valuation reports, met with the landowners and presented an agreement for their signature. The Taranaki Regional Council has required a meeting with Officers to discuss potential acquisition of the severed area. Survey of the private farmland further to the south is underway.

6.7 WTP Raw Water Delivery Line and Grit Tank Replacement

Detailed design for the grit tanks and the raw water delivery line is currently underway with an approach to the market for construction planned for January 2025. This project is funded from the Better off Funding allocation.

6.8 Universal Water Metering

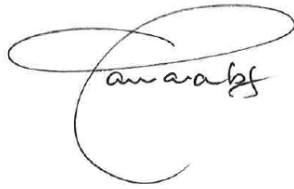
The contractor responsible for this work has informed the Council that their company is on the verge of going into liquidation. Council officers are awaiting confirmation from the liquidators and are exploring available options to proceed with the project. Council is not listed as a creditor in this process.

Council is likely to re-tender the project as per Council's Procurement Policy. Currently, the project is 12% complete with 158 manifolds installed, with an original completion date of April 2025. This date is anticipated to be extended as a result of the re-tendering process.

7 Resource Consents

Update on the resource consent applications lodged with the Taranaki Regional Council (TRC) is shown below.

RC Number	Location	Description	Stakeholders	Update
1276-3	Midhirst Te Popo Water Take	To take water from the Te Popo Stream, a tributary of the Manganui River for community public water supply purposes	Fish and Game NZ, Te Atiawa, Ngāti Ruanui, Ngāruahine, Ngāti Maru, Okahu Inuawai Manataiao Hapū, Pukerangioraha Hapū	Iwi have provided a Cultural Impact Assessment. TRC processing to commence shortly.
6468-1	Cordelia Street, Stratford	To erect, place and maintain a culvert in an unnamed tributary of the Kahouri Stream in the Patea catchment for flood control purposes	Ngāti Ruanui, Ngāruahine	Iwi feedback received – no issues. Draft consent conditions provided, awaiting TRC to agree our comments.
11271-1	Wariri Road	Replacement of a steel culvert with a concrete pre-cast box culvert.	Te Runanga o Ngāti Ruanui Trust and Te Runanga o Ngāti Maru	Awaiting response from TRC.



Victoria Araba
Director – Assets



[Approved by]
Sven Hanne
Chief Executive

Date 13 September 2024

MONTHLY REPORT

Community Services Department



F22/55/04-D24/42135

To: Policy and Services Committee
 From: Acting Director – Community Services
 Date: 24 September 2024
 Subject: Community Services Monthly Report – July 2024

Recommendation

THAT the report be received.

 Moved/Seconded

This report presents a summary of the monthly progress and any highlights for the main areas of activity within Community Services i.e., Community and Economic Development, Communications, Library and Visitor Information Centre, Pool and Service Centre. The Long-Term Plan 2024 - 2034 sets the performance measures for these activities and this report presents, in tabular form, the progress measured to date against the target for each performance measure.

1. Highlights

- Stratford District Council has been identified as the top performer for Overall Reputation, Core service deliverables, Engagement and consultation, and Enquiry handling (for a rating of 7-10 on the 10-point scale) in the Key Research 2023/24 benchmarking data for councils they deliver residents' surveys for.
- Upcoming community events and programmes

2. Community and Economic Development

Performance Measures (*Performance Measures in bold*)

Level of Service Category	Performance Measure	Target	2024/25 YTD
Community Services			
Enable opportunities for the community to engage, celebrate, connect and sustain local capability.	Number of major community events led by Council	>4	
	Percentage of residents satisfied with the quality of the events and programmes offered by Council.	>80%	
Economic Development			
Develop and facilitate strategic partnerships that enable growth, attract ongoing investment, and increase diversity and capability within the local business sector.	Number of new and existing businesses accessing services and programmes offered.	>4	
	Number of promotional activities delivered or partnered with to encourage visitation to the district.	>1	

2.1 Council Organisations and Council Representatives on Other Organisations

Councillors may take the opportunity to report back from Strategic and Community organisations on which they are a representative for Council.

2.2 Youth Council (SDYC)

The final planning for the trip to Wellington between 2-4 October is now completed. Youth Councillors will visit parliament for a tour and also attend a session on debating run by the Parliaments Educational Team. There will be a visit to Te Papa for an educational session and meetings with Ministry of Youth Development who will also run a workshop session. The electoral commission will speak to them and they will meet with the Hive. Unfortunately the Minister will be away overseas, however the member of Parliament for Whanganui, Carl Bates, is seeing if a Cabinet Minister is available to see them.

Youth council applications open on 20 September, closing on 20 October. Officers will be presenting to the high school assemblies and are trying to also engage in other ways within the schools.

October's ordinary and September's project meetings are being held on the same date in September due to the trip to Wellington.

Upcoming meetings and events:

- Ordinary and Project meeting – 17 September
- Trip to Wellington – 2 – 4 October
- On the Bus to Megabounce – 8 October

2.3 Civic and Community Events

Complete:

- Chunuk Bair 8 August

Coming up:

- Prospero Market – 27 September
- International Day of the Older Person – 1 October
- School Holiday programme: 30th September to 11 October

Community Projects and Activity

2.4.1 Mayors' Taskforce for Jobs (MTFJ)

Registrations

	August	YTD
Total People Registered	13	47
NEETs Registered (not in employment, education or training)	10	31

Employment

	August	YTD
People placed into full-time employment (minimum 30-hours per week)	4	8
People placed into part-time or casual employment or work experience.	2	4
People helped with upskilling (e.g. driver training, employability skills, first aid, forklift).	20	37
People helped with pastoral care, mental health support or other emergency support (e.g. counselling, emergency support and housing)	0	2

Target	YTD	By 30 June 2025
Sustainable Outcomes (A person in who has been in employment for more than 91 days for a minimum of 30 hours per week *)	0	30

Highlights August

- 5 referrals from MSD
- 6 people placed into employment in August. 4 of those full-time placements.
- 8 people registered with MTFJ driving programme.
- 18 people were helped with driver training in August.
- In August there were four people referred to MTFJ SDC that have a criminal record. FYI, these are considered 'disadvantaged' in MSD's eyes and can be supported through MTFJ no matter what their age.
- The Workforce Coordinator has noticed an uptick in people registered that seem to have previously undiagnosed disabilities.
- The Workforce Coordinator is working hard to place people into positions and having some success in the traffic management space, but other industries are not hiring at the moment.

2.5 Funding

2.5.1 Creative Communities Scheme

The next funding round for Creative Communities opened on 19 August and closes on 20 September.

2.5.2 Sport New Zealand Rural Travel Fund

The next Sport New Zealand Rural Travel Fund funding round will open on 30 September 2024.

2.6 Positive Ageing

The Positive Ageing Group was disbanded toward the end of 2023 with the Council agreeing to continue to run forums for the community. The group members have kindly agreed to remain available in an advisory role for the Community Development Lead, assisting to formulate ideas for the forums.

International Day of the Older Person is on Tuesday 1 October 2024. This will be the next Positive Ageing Forum. The event will offer Bingo, live music and a light lunch. There will also be 4 stalls with information that attendees may wish, these are: St Johns Ambulance Alarms, MSD and Disability support advice, Taranaki DHB on care plans and Power of Attorneys and the SDC normal information stand. We will also be engaging with the attendees about Victoria Park and asking for their feedback.

2.7 **Stratford Business Association**

Memberships	
New	
Current total	135

Upcoming Activity:

Committee meetings

- Monday 9 September
- Monday 14 October – *Annual General Meeting*

Ba5 events

- Tuesday 17 September – Stratford Park

Lunch + Learn

- Tuesday 8 October – HR 101 – Trace Consulting

3. Communications

3.1 **External communications**



Four Central Link updates were produced in August. These are printed in the Stratford Press and shared online at stratford.govt.nz and on Council's Facebook page weekly. Much of the content within the weekly Central Link is also shared with local media (print and radio), published as news articles on council's website and social media sites, and sent as an Antenna update.

Focus for August:

- Competition aims to lift lid on top recycling problem
- Rates - we're here to help
- Join our Service Centre team
- Survey shows Stratford district great for well-being, but residents asking for clarity around rates
- Programme giving young rural jobseekers the right tools for employment is gearing up
- Congratulations 2024 Citizen Award recipients
- Meeting Schedule - August & September
- Got a creative project in mind?
- Stratford district's Māori Ward to be retained ahead of 2025 binding poll
- 16 to 24 years old and not in work, education, or training? We got ya!
- Guide to knowing which bin is your home's bin
- Customer Satisfaction Survey time!
- Whangamōmona drop-in session for highway improvements
- Don't listen to rubbish lids
- What's on the agenda? Get Council meeting information on Antenna

3.2 Digital channels

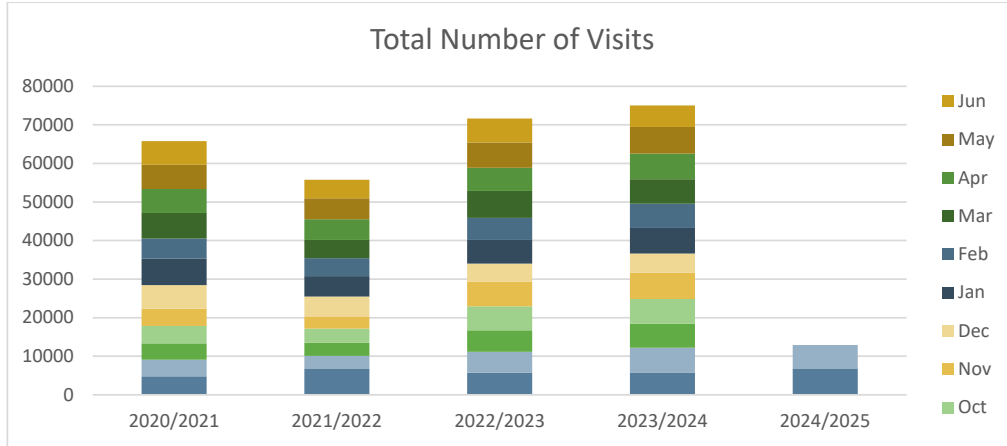
August snapshot:

Website		Social Media	
	6,100 ↑200 Users		66 Facebook followers /stratforddistrictcouncil 4,573 people follow Council's page.
	21,243 ↑413 Page views		74,030 ↑317 People reached The number of people who saw any of Council's posts at least once this month.
	9,748 ↑413 Total sessions (visits) A session is the period of time a user is actively engaged with Council's website.		7 Instagram followers /stratford_nz 1,147 people follow Council's account.
Antenno			
	86 installs 24 uninstalls Devices using Antenno. 1,280 devices are currently using Antenno in the Stratford District	27 posts sent out 28 reports received	
Your Say Stratford			
	4 new registrations Totalling 278 participants 159 visits Engagement rate = 15.1% The % of visitors that contributed to projects.	Projects focus for August: <ul style="list-style-type: none"> - Updating Pedestrian Crossing Project page - Central Link e-newsletter sign ups - Victoria Park Reserve Management Plan 	




4. Library Hub

Performance Measures (*Performance Measures in bold*)



	Target	2024/25 YTD
Number of items (including digital) issued annually.	>50,000	11,776
Percentage of facility users satisfied with the quality of the services offered.	>80%	
Number of participants in events and programmes at the facility	>2,000	669



Visitors/Users per service

Service	August	Year to date (2024/25)
 Information Services (brochures/maps/ event tickets etc)	200 ↓14	414
 Vehicle/Driver licensing	782 ↓83	1,647
 Programme and Events	369 ↑69	669

Library services - Items Issued

Service	August	Year to date (2024/25)
 In person	5,060 ↓236	10,356
 Online	740 ↑60	1,420

Programme/Event Users

Age group		August	Year to date (2024/25)
65+	Seniors	39 ↑16	86
18+	Adults	120 ↑56	184
13-17	Secondary School	16 ↑16	16
5-12	Primary School	88 ↓67	155
<5	Pre-School	82 ↑55	109

4.1 Highlights for August

- A quiz event for youth was attended by 16 rangatahi.
- A group of parents and babies visited as part of their SPACE (Supporting Parents Alongside Children’s Education) programme through Stratford Playcentre. These visits are in addition to the regular programming.
- Adult groups continue to flourish in the library with two growing book groups and two craft groups. These provide valuable social interaction for both long time residents and newcomers to the District.
- 53 new members joined the library in August.
- A Daffodil Day activity was delivered at Maryann Residential Care Home And Hospital and monthly visits to Whangamōmona continue.
- Officers continue to see a high number of enquiries regarding for digital assistance and inclusion.

5. Aquatic Centre

Level of Service Category	Performance Measure	Target	2024/25 YTD
To provide an aquatic facility that is welcoming, attractive and a safe place to swim.	Compliance with NZS5826:2010 NZ Pool Water Quality Standards.	Met	100%
	Poolsafe Accreditation is met.	Met	100%
	Percentage of facility users satisfied with the quality of the services and programmes offered.	>80%	
	Number of facility users per annum.	>75,000	13,753

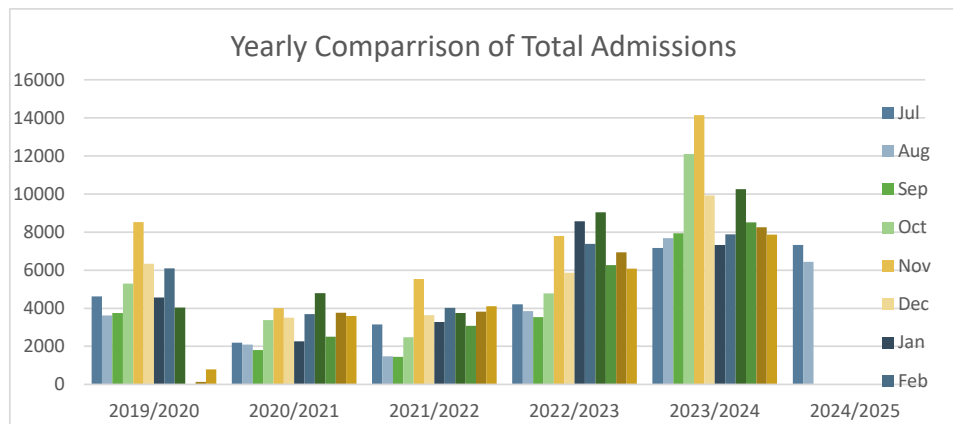
5.1 Highlights for August

- August 2024 saw 6,431 Customers through the facility.
- Wai o Rua welcomed the following organisations and schools in the month of July: Surf Lifesaving New Zealand (Taranaki pool rescue interclub), Age Concern group and the Ingelwood Swimming Club.
- The TOI Foundation funded swimming lessons for local schools began in Term 3 with Makahu and Pembroke Road schools. Planning and allocation of lesson time is now being undertaken for Term 4 with 10 weeks funded swimming lessons for Stratford Primary and Avon Primary Schools. In order to manage the demand and pressures

on swim instructors, due to the popularity of the Wai o Rua Swim School, one large school and one small school is being scheduled each term.

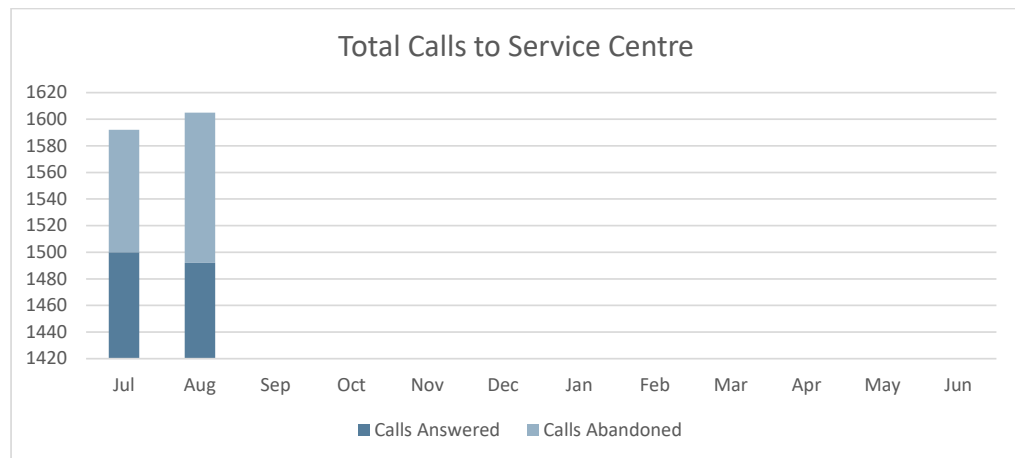
5.2 Matters Outstanding

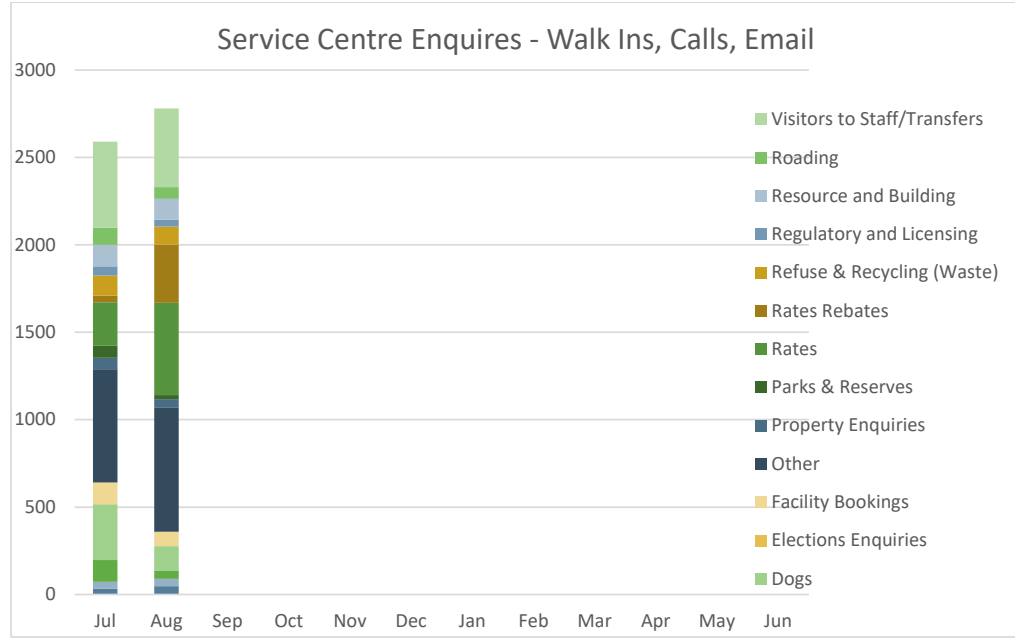
- It is acknowledged that officers have been instructed to complete and present to elected members a business plan on Wai o Rua – Stratford Aquatic Centre. Because of the nature of the activity, as well as the activities within the facility, and the cross section across departments this requires input from several areas, resourcing was prioritised to complete the Long Term Plan process which was completed July.
- The District Mayor and Acting Director Community Services met with a member of the public who has extensive experience in the creation of business plans and business studies. As a user of the facility he provided some extremely positive feedback and had taken the time to speak to other users and some business owners as part of his presentation. This was very encouraging to hear.
- A draft is now in production.
- This will remain in this report as an outstanding item to assure elected members that it remains a priority.



6. Service Centre

August was a busy month with rates, rates rebates and the last of the dog registrations. There was a total of 2781 customer interactions recorded through phone calls, emails and counter enquiries. An increase of 190 on July 2024.





Erin Bishop
Acting Director - Community Services

Sven Hanne
Chief Executive **Date:** 17 July 2024

MONTHLY REPORT

Corporate Services Department



F22/55/04 – D24/43342

To: Policy and Services Committee
 From: Acting Director – Corporate Services
 Date: 24 September 2024
 Subject: Corporate Services Monthly Report – August 2024

Recommendation

THAT the report be received.

/_____
 Moved/Seconded

1. Financial Management

Reports attached, as at 31 August 2024, are:

- 1) Statement of Comprehensive Revenue and Expenses - YTD
- 2) Expenditure and Revenue by Activity - YTD
- 3) Capital Expenditure Report - YTD
- 4) Treasury Report
- 5) Cashflow Forecast
- 6) Debtors Report.

1.1 Financial Results for August Year to Date (YTD)

Revenue

Total Revenue for the YTD is \$300,469 less than budget, at **\$6,797,681**. Operating Revenue (excluding extraordinary revenue) is less than budget for the YTD by \$501,101, at **\$6,408,049**, primarily as a result of the reduced work done on roading during July and August.

Grant funding includes a grant from the Toi Foundation of \$105,000 for swimming lessons for Wai-o-Rua and \$30,000 for events; \$82,000 from TET for Wai o Rua and Library Hub capital expenditure; \$153,000 from Mayors Taskforce for Jobs; and \$23,257 for events.

Expenditure

Total Expenditure for the YTD is \$275,244 under budget; which is across council, and indicative for the start of the new financial year and the winter months.

1.2 Capital Expenditure Report

Total capital expenditure funds available for the 2024/25 financial year is **\$18,515,851**. Of the total budget available:

- \$9,500,555 is for replacing existing assets,
- \$6,415,000 is for new assets or improving existing assets, and
- \$2,600,000 is to cater for district growth.

Actual capital expenditure for the YTD is \$1,158,344, being 7% of the funds available.

This report includes the funding approved by New Zealand Transport Agency (Waka Kotahi), that was announced at the beginning of September 2024.

1.3 Treasury Management

Summary

Gross Debt (LGFA)	\$	38,700,000
Term Deposits	\$	6,500,000
A&P Association Loan	\$	7,180,000
Net Debt	\$	25,020,000

Gross Council debt as at 31 August 2024 was \$38,700,000 being an increase of \$2,000,000 from 30 June 2024, due to the uplift of additional funds in July 2024.

All debt covenants were met as at 31 August 2024.

	<i>Actual</i>	<i>Policy</i>
Actual Fixed Debt	100%	>60%
Actual Floating Debt	0%	<60%
Fixed 1-3 years	26%	10-60%
Fixed 3-5 years	26%	10-60%
Fixed >5 years	27%	5-60%
Debt Matures 1-3 years	26%	10-60%
Debt Matures 3-5 years	26%	10-60%
Debt Matures > 5 years	27%	10-60%
Borrowing Costs to Revenue Ratio	3.4%	<10%
Borrowing Costs to Rates Revenue Ratio	1.2%	<15%
Net Debt to Revenue Ratio	96%	<115%
Liquidity Ratio	178%	>110%
Net Debt per Capita	\$ 2,463	<\$3,000
Net Debt per Ratepayer	\$ 4,938	N/A

Borrowings

All Council debt, made up of Local Government Funding Agency ('LGFA') loans, is 100% fixed and within Treasury Policy limits.

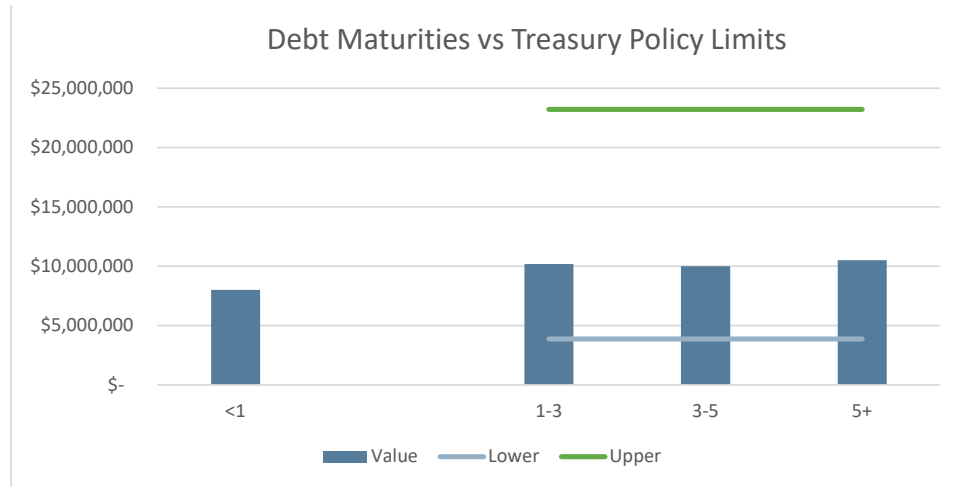
The Net Debt to Revenue ratio is currently at 96% (Council's limit is 115%). Based on budgeted annual revenue for 2024/25 of \$32,733,000, **Net Debt** could increase to \$37,642,950 before breaching Council's limit as per the Treasury Management Policy.

Interest rates have remained at a similar level to the previous month. The latest LGFA borrowing rates as at 26 August 2024 are:

- 1 year 5.77%
- 5 years 4.84%
- 10 years 5.47%

The weighted average interest rate across all Council debt is currently at **3.84%**. The interest rate used for budgeting purposes for the Long Term Plan for 2024/25 is 4.09%.

The weighted average interest rate of all term deposits is **6.24%**.



Cashflow Forecast

As at the end of August 2024, Council had \$3,978,318 in the bank, as a result of the first rates instalment becoming due, and term deposits were held at \$6,500,000

Further borrowing is expected over the next 12 months to cover cash shortfalls expected in April 2025.

1.4 2023/24 Annual Report

The draft annual report is still being prepared, therefore is not yet available. Deloitte will be on-site on Monday 30th September to Friday 18th October 2024, to commence the audit, with the aim to adopt the annual report at the Ordinary Meeting of Council on 10 December 2024.

2.0 Revenue Management

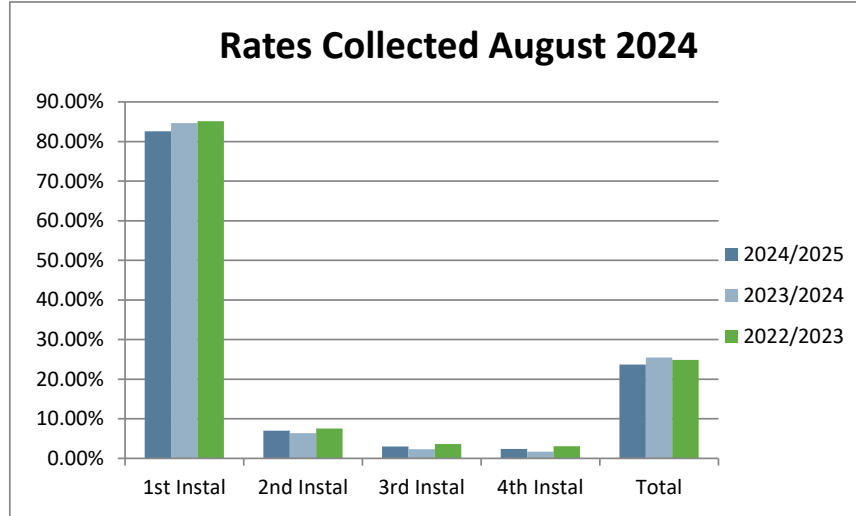
2.1 Rates

Rates Arrears (owing from 2023/24 year and earlier) \$613,334.

As at 31 August 2024, 49.99% of rates in arrears have been collected since 1 July 2024 (2023: 48%).

Current Year Rates

As at 31 August 2024, 23.72% of rates had been collected (2023: 24%). The graph below shows how the first instalment compared with the two previous years, which shows a downward trend of 3% over the three years.



The table below shows the penalty interest charged on both the arrears at 1 July and the 1st instalment due in August of the same year. There is an increase in outstanding debt, which may be due to a combination of the cost of living; the shift towards direct debits that then spreads the rates over a full year rather than to 31 May; and the rates increase in the Long Term Plan/Annual Plans..

	Penalty Applied	
	On previous year's arrears - July	On 1st Instalment
2022	\$ 26,000.00	\$ 27,000.00
2023	\$ 36,000.00	\$ 32,000.00
2024	\$ 42,000.00	\$ 39,000.00

2.2 Outstanding Debtors

The Outstanding Debtors report as at 31 August 2024 is attached to this report. There are no areas for concern.

3.0 Information Technology

3.1 Information Technology Update

Computer Issues

- The IT team has been navigating several complex system challenges over the past few months. These issues, which have been both difficult and time-consuming to address, largely stemmed from a recent major system upgrade.
- Despite extensive planning, the upgrade introduced some unexpected software bugs.
- Over the past month, we've made substantial progress in resolving these issues, with valuable support from Microsoft, Citrix and our other software partners.

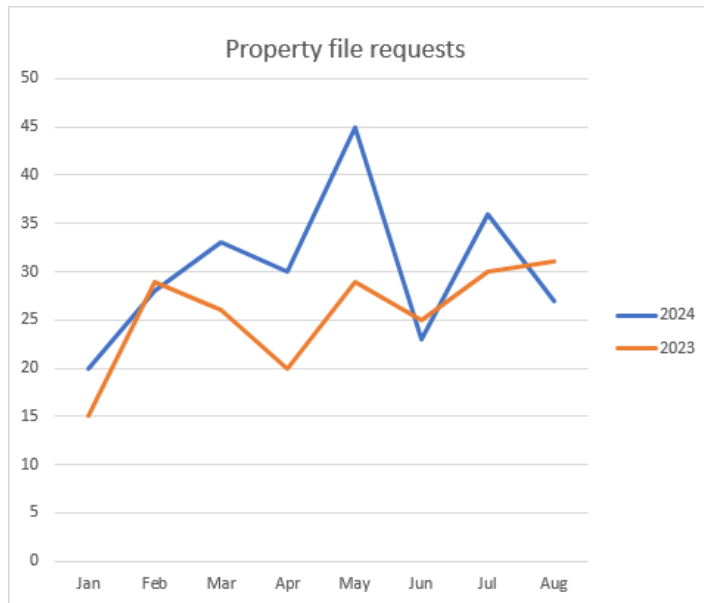
Other Projects

- IT is also currently working through the final designs and vendor proposals for the Chamber / Committee Room Audio Visual upgrade.
- We hope to have a final decision made before the end of the month ready to start the hardware purchase and implementation.

3.2 Information / Archives Management Update

Shared drives

- Retention and disposal is in progress on shared drives to bring them in line with the Information and Records Management Policy
- Archives
 - 0 SDC archives requests
 - 2 Community archives requests
- Property files
 - 27 property file requests completed



3.3 Business Efficiency

- Content Manager user reporting
- Staff onboarding workflow
- Information flow across systems – property changes
- AR Invoice automatic naming from Authority
- Daily Receipts and banking summary (Customer Service)
- Venue hire agreement forms

Official Information Requests

For the 2024 calendar year, Council has received 49 Local Government Official Information and Meetings Act (LGOIMA) requests. The below table includes the LGOIMA's received in August 2024.

Received date	From	Query	Officer responsible	Date responded	Days
9/08/2024	Gwynn Compton	EM Code of Conduct complaints	Sven Hanne	9/08/2024	0
23/08/2024	Vikrant Prasad - REINZ	Stratford Valuation Data Refresh	Brendan Coles	30/08/2024	5
26/08/2024	Rhys Hurley - Taxpayers' Union	Main road crossings	Steve Bowden	30/08/2024	4
26/08/2024	Jennifer Luke - Food Industry Foresight Pty Ltd	Number of foodservice outlets	Sian Horton	28/08/2024	2



Christine Craig
Acting Director - Corporate Services



Approved By:
Sven Hanne
Chief Executive

Date: 17 September 2024

Statement of Comprehensive Revenue and Expense

For the Year to Date - August 2024

	August '24 Actual	August '24 Budget	Variance	Total Budget 2024/25	August 23 Actual
Operating Revenue					
Finance Revenue	\$93,362	\$73,667	\$19,695	\$442,000	\$67,607
Waka Kotahi NZTA Rooding Subsidy	\$795,270	\$1,237,833	(\$442,563)	\$7,427,000	\$1,026,711
Rates Revenue - excl water consumption rate	\$4,486,676	\$4,516,250	(\$29,574)	\$18,065,000	\$3,931,152
Water Supply - Consumption Charge	\$25,464	\$0	\$25,464	\$588,000	\$1,777
Sundry Revenue	\$1,172	\$5,733	(\$4,561)	\$55,000	\$1,125
Farm Milk Proceeds	\$48,236	\$106,000	(\$57,764)	\$636,000	\$46,118
User Charges for Services	\$934,612	\$970,667	(\$36,055)	\$3,026,000	\$1,052,466
Total Operating Revenue	\$6,384,792	\$6,910,150	(\$525,358)	\$30,239,000	\$6,126,956
Extraordinary Revenue					
Grant Funding	\$392,933	\$82,000	\$310,933	\$2,494,000	\$769,041
Financial Contributions	\$16,956	\$0	\$16,956	\$0	\$1,086
Other Revenue	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$103,000	(\$103,000)	\$0	\$0
Total Extraordinary Revenue	\$409,889	\$185,000	\$224,889	\$2,494,000	\$770,127
Total Revenue	\$6,794,681	\$7,095,150	(\$300,469)	\$32,733,000	\$6,897,083
Operating Expenditure					
Personnel Costs	\$933,712	\$947,385	\$13,673	\$6,158,000	\$928,916
Other Direct Operating Costs	\$2,239,498	\$2,488,609	\$249,111	\$12,946,000	\$2,451,513
Total Operating Expenditure	\$3,173,210	\$3,435,994	\$262,784	\$19,104,000	\$3,380,429
Other Operating Expenditure					
Depreciation	\$1,079,667	\$1,079,667	\$0	\$6,478,000	\$1,074,833
Finance Costs	\$229,706	\$242,167	\$12,461	\$1,453,000	\$202,828
Sundry Expenditure	\$0	\$0	\$0	\$0	\$0
Total Other Expenditure	\$1,309,373	\$1,321,833	\$12,461	\$7,931,000	\$1,277,661
Total Expenditure	\$4,482,583	\$4,757,827	\$275,244	\$27,035,000	\$4,658,090
Net Surplus (Deficit)	\$2,312,098	\$2,337,323	(\$25,225)	\$5,698,000	\$2,238,993

Expenditure and Revenue by Activity

For the Year to Date - August 2024

**Note: Expenditure excludes interest and depreciation allocated to each activity.*

Revenue includes user charges, sales revenue, water revenue by meter, grants and subsidies, and sundry revenue

	August '24 Actual	August '24 Budget	Variance YTD	Total Budget 2024/25	August 23 Actual
<u>Recreation and Facilities</u>					
Aerodrome					
Expenditure	\$41,844	\$22,500	(\$19,344)	\$135,000	\$21,969
Revenue	\$6,599	\$5,333	\$1,266	\$32,000	\$6,800
Net cost of activity	\$35,245	\$17,167	(\$18,078)	\$103,000	\$15,169
Civic Amenities					
Expenditure	\$143,887	\$164,101	\$20,214	\$1,054,000	\$141,876
Revenue	\$7,471	\$10,000	(\$2,529)	\$60,000	\$8,259
Net cost of activity	\$136,416	\$154,101	\$17,685	\$994,000	\$133,617
Pensioner Housing					
Expenditure	\$27,261	\$28,288	\$1,027	\$112,000	\$29,151
Revenue	\$13,227	\$15,667	(\$2,440)	\$94,000	\$12,307
Net cost of activity	\$14,034	\$12,621	(\$1,413)	\$18,000	\$16,844
Library Hub					
Expenditure	\$154,834	\$141,243	(\$13,592)	\$771,000	\$161,308
Revenue	\$13,925	\$13,333	\$592	\$80,000	\$19,181
Net cost of activity	\$140,909	\$127,909	(\$13,000)	\$691,000	\$142,127
Parks and Reserves					
Expenditure	\$136,892	\$168,082	\$31,190	\$869,000	\$164,871
Revenue	\$2,965	\$1,667	\$1,298	\$10,000	\$2,493
Net cost of activity	\$133,927	\$166,415	\$32,488	\$859,000	\$162,378
Cemeteries					
Expenditure	\$33,012	\$38,982	\$5,970	\$228,000	\$42,343
Revenue	\$18,956	\$26,167	(\$7,211)	\$157,000	\$40,907
Net cost of activity	\$14,056	\$12,815	(\$1,241)	\$71,000	\$1,436
Wai O Rua Aquatic Centre					
Expenditure	\$540,336	\$514,059	(\$26,277)	\$2,595,000	\$424,920
Revenue	\$202,786	\$120,000	\$82,786	\$720,000	\$82,017
Net cost of activity	\$337,550	\$394,059	\$56,509	\$1,875,000	\$342,903
<u>Democracy and Corporate Support</u>					
Expenditure	\$266,394	\$262,172	(\$4,222)	\$1,526,000	\$250,629
Revenue	\$89,618	\$90,733	(\$1,115)	\$140,000	\$68,972
Net cost of activity	\$176,776	\$171,438	(\$5,338)	\$1,386,000	\$181,657
<u>Community Development</u>					
Community Services					
Expenditure	\$72,753	\$71,896	(\$857)	\$532,000	\$137,692
Revenue	\$206,378	\$500	\$205,878	\$3,000	\$30,382
Net cost of activity	-\$133,625	\$71,396	\$205,021	\$529,000	\$107,310
Economic Development					
Expenditure	\$77,629	\$87,286	\$9,657	\$510,000	\$125,575
Revenue	\$0	\$0	\$0	\$0	\$121,187
Net cost of activity	\$77,629	\$87,286	\$9,657	\$510,000	\$4,388
Investment Properties					
Expenditure	\$10,180	\$11,051	\$871	\$43,000	\$12,390
Revenue	\$5,474	\$9,167	(\$3,693)	\$55,000	\$5,083

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*Note: Expenditure excludes interest and depreciation allocated to each activity.

Revenue includes user charges, sales revenue, water revenue by meter, grants and subsidies, and sundry revenue

	August '24 Actual	August '24 Budget	Variance YTD	Total Budget 2024/25	August 23 Actual
Net cost of activity	\$4,706	\$1,884	(\$2,822)	-\$12,000	\$7,307
Farm					
Expenditure	\$53,891	\$75,769	\$21,878	\$381,000	\$43,433
Revenue	\$48,236	\$209,000	(\$57,764)	\$636,000	\$46,118
Net cost of activity	\$5,655	-\$133,231	(\$35,886)	-\$255,000	-\$2,685
Holiday Park					
Expenditure	\$333	\$333	\$0	\$2,000	\$411
Revenue	\$0	\$0	\$0	\$4,000	\$0
Net cost of activity	\$333	\$333	\$0	-\$2,000	\$411
Environmental Services					
Building Control					
Expenditure	\$169,454	\$170,008	\$554	\$1,001,000	\$178,164
Revenue	\$106,553	\$93,333	\$13,220	\$560,000	\$110,543
Net cost of activity	\$62,901	\$76,675	\$13,774	\$441,000	\$67,621
District Plan					
Expenditure	\$19,636	\$16,833	(\$2,803)	\$101,000	\$38,207
Net cost of activity	\$19,636	\$16,833	(\$2,803)	\$101,000	\$38,207
Resource Consents					
Expenditure	\$65,641	\$70,857	\$5,216	\$416,000	\$62,445
Revenue	\$13,230	\$22,333	(\$9,103)	\$134,000	\$8,061
Net cost of activity	\$52,411	\$48,523	(\$3,888)	\$282,000	\$54,384
Food and Health					
Expenditure	\$26,193	\$25,262	(\$931)	\$147,000	\$40,454
Revenue	\$7,843	\$6,333	\$1,510	\$38,000	\$14,581
Net cost of activity	\$18,350	\$18,928	\$578	\$109,000	\$25,873
Alcohol Licensing					
Expenditure	\$22,390	\$25,262	\$2,872	\$147,000	\$22,650
Revenue	\$5,028	\$5,833	(\$805)	\$35,000	\$3,679
Net cost of activity	\$17,362	\$19,428	\$2,066	\$112,000	\$18,971
Parking and Other Bylaws					
Expenditure	\$25,402	\$26,000	\$598	\$156,000	\$24,743
Revenue	\$291	\$167	\$124	\$1,000	\$80
Net cost of activity	\$25,111	\$25,833	\$722	\$155,000	\$24,663
Animal Control					
Expenditure	\$49,133	\$52,030	\$2,897	\$304,000	\$47,028
Revenue	\$115,528	\$145,000	(\$29,472)	\$170,000	\$125,339
Net cost of activity	-\$66,395	-\$92,970	(\$26,575)	\$134,000	-\$78,311
Civil Defence					
Expenditure	\$101,977	\$89,617	(\$12,360)	\$472,000	\$93,619
Net cost of activity	\$101,977	\$89,617	(\$12,360)	\$472,000	\$93,619
Assets					
Roading					
Expenditure	\$661,995	\$747,833	\$85,838	\$4,487,000	\$691,005
Revenue	\$1,153,401	\$1,604,500	(\$451,099)	\$7,927,000	\$1,521,049
Net cost of activity	-\$491,406	-\$856,667	(\$365,261)	-\$3,440,000	-\$830,044
Stormwater					
Expenditure	\$26,764	\$29,976	\$3,212	\$140,000	\$55,179
Revenue	\$0	\$0	\$0	\$0	\$0

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**Note: Expenditure excludes interest and depreciation allocated to each activity.*

Revenue includes user charges, sales revenue, water revenue by meter, grants and subsidies, and sundry revenue

	August '24 Actual	August '24 Budget	Variance YTD	Total Budget 2024/25	August 23 Actual
Net cost of activity	\$26,764	\$29,976	\$3,212	\$140,000	\$55,179
Wastewater (Sewerage)					
Expenditure	\$67,047	\$102,847	\$35,800	\$537,000	\$104,022
Revenue	\$9,708	\$6,667	\$3,041	\$40,000	\$7,981
Net cost of activity	\$57,339	\$96,180	\$38,841	\$497,000	\$96,041
Solid Waste					
Expenditure	\$152,992	\$233,200	\$80,208	\$1,363,000	\$192,235
Revenue	\$63,329	\$37,500	\$25,829	\$225,000	\$44,511
Net cost of activity	\$89,663	\$195,700	\$106,037	\$1,138,000	\$147,724
Water Supply					
Expenditure	\$225,340	\$260,509	\$35,169	\$1,200,000	\$274,110
Revenue	\$112,964	\$0	\$112,964	\$588,000	\$1,777
Net cost of activity	\$112,376	\$260,509	\$148,133	\$612,000	\$272,333
Total Activity Expenditure	\$3,173,210	\$3,435,994	\$262,784	\$19,229,000	\$3,380,429
Total Activity Revenue	\$2,203,510	\$2,423,233	(\$116,723)	\$11,709,000	\$2,281,307
Net Cost of Activities	\$969,700	\$1,012,760	\$379,507	\$7,520,000	\$1,099,122

CAPITAL EXPENDITURE SUMMARY BY ACTIVITY AS AT 31 AUGUST 2024

Grant funded

Council Activity	Project Description	2024/25 Long Term Plan Budget (a)	Carry-forwards and adjustments	Total Funds Available (a + b)	2024/25 Actual Expenditure YTD	Projected year end forecast	2024/25 Projected under/(over) spend	Project Completion %	Expected Project Completion Date	Status of each Project
Economy	Proposed Council subdivision	2,600,000	0	2,600,000	21,266	2,600,000	0	0%	By 30 June 2025	Concept plan being finalised due to delineation of wetlands.
Total Growth Expenditure		2,600,000	0	2,600,000	21,266	2,600,000	0	0		
LEVEL OF SERVICE - to improve the level of service on an existing asset or provide an additional asset to increase a service level										
Roading	Seal extensions - dust coal seals	150,000	0	150,000	0	150,000	0	0%	By 30 June 2025	Funding path to be confirmed
Roading	Low cost low risk roads	2,600,000	-2,600,000	0	0	0	0	0%	By 30 June 2025	NZTA funding declined
Roading	Walking and Cycling Strategy - footpath improvements	400,000	-400,000	0	0	0	0	0%	By 30 June 2025	NZTA funding declined
Solid Waste	Mobile event waste bins and trailer	10,000	0	10,000	0	10,000	0	0%	By 30 June 2025	
Solid Waste	Permanent recycling stations	10,000	0	10,000	0	10,000	0	0%	By 30 June 2025	
Stormwater	Modelling	287,000	0	287,000	0	287,000	0	0%	By 30 June 2025	
Stormwater	Modelling	113,000	0	113,000	0	113,000	0	0%	By 30 June 2025	
Stormwater	Safety improvements	50,000	0	50,000	0	50,000	0	0%	By 30 June 2025	Works as required.
Wastewater	Reticulation capacity increase and Modelling	100,000	0	100,000	0	100,000	0	0%	By 30 June 2025	
Wastewater	Treatment upgrade	50,000	0	50,000	0	50,000	0	0%	By 30 June 2025	Design for construction of an earth dam underway
Water Supply	Universal water metering	1,593,851	0	1,593,851	80,331	1,593,851	0	5%	By 30 June 2025	Contract underway
Water Supply	Steetwork ridermains	100,000	0	100,000	0	100,000	0	0%	By 30 June 2025	Design drawings completed. Will be going out for Tender in October.
Water Supply	Toko storage tank	20,000	0	20,000	17,609	20,000	0	50%	By 30 June 2025	Quotes being requested.
Water Supply	Alternative power supply for Midhirst and Toko	50,000	0	50,000	0	50,000	0	0%	By 30 June 2025	Procurement plan underway.
Parks and Reserves	Eastern Loop development	5,000	0	5,000	0	5,000	0	0%	By 30 June 2025	Works as required.
Parks and Reserves	Skate Park resurfacing - Victoria Park	100,000	0	100,000	0	100,000	0	0%	By 30 June 2025	Awaiting approval of funding
Parks and Reserves	Park development	5,000	0	5,000	0	5,000	0	0%	By 30 June 2025	Works as required.
Parks and Reserves	Victoria Park sports fields continued development	20,000	0	20,000	0	20,000	0	0%	By 30 June 2025	Concept plan has been received. Detailed design plans to be developed for possible construction in the next financial year.
Parks and Reserves	Whangamomona Septic Tank	75,000	0	75,000	67,195	75,000	0	95%	Complete	Septic Tank and associated works installed. Certificate of Acceptance to be obtained and resource consent provisions to be addressed.
Parks and Reserves	Lighting and power box in Rhododendron Dell	50,000	0	50,000	0	50,000	0	0%	By 30 June 2025	Awaiting approval of funding
Wai o Rua Aquatic Centre	Plates - Reformers	42,000	0	42,000	0	42,000	0	0%	By 30 June 2025	Awaiting approval of funding
Wai o Rua Aquatic Centre	Install mirrors in club rooms	5,000	0	5,000	0	5,000	0	0%	By 30 June 2025	Awaiting approval of funding
Wai o Rua Aquatic Centre	Install TV in meeting room	2,000	0	2,000	0	2,000	0	0%	By 30 June 2025	
Wai o Rua Aquatic Centre	Total bars	5,000	0	5,000	0	5,000	0	0%	By 30 June 2025	Awaiting approval of funding
Wai o Rua Aquatic Centre	Aqua treadmills	0	0	0	11,886	11,886	(11,886)	100%	Complete	
Civic Amenities	Prospero Place Development	300,000	0	300,000	0	300,000	0	0%	By 30 June 2025	This project could be further delayed in the purchase of land adjacent to Prospero Place. This will result in less time to identify projects to be completed before June 2025.

Council Activity	Project Description	2024/25 Long Term Plan Budget (a)	Carry-forwards and adjustments	Total Funds Available (a + b)	2024/25 Actual Expenditure YTD	Projected year end forecast	2024/25 Projected under/(over) spend	Project Completion %	Expected Project Completion Date	Status of each Project
Library Hub	Safety improvements to AA desk	5,000	0	5,000	5,000	5,000	0	0%	By 31 Dec 2024	Library Team Lead discussing with Staff
Library Hub	Develop seating areas and meeting places	25,000	0	25,000	25,000	25,000	0	0%	By 30 Sept 2024	1 Quote has been received, additional quote to be requested.
Farm	Construct additional calving sheds	40,000	0	40,000	40,000	40,000	0	0%	By 28 Feb 2025	Procurement plan underway.
Corporate	Procurement software	25,000	0	25,000	25,000	25,000	0	0%	By 30 June 2025	
Corporate	Procure to Pay software	63,000	0	63,000	63,000	63,000	0	0%	By 30 June 2025	Project underway
Corporate	National Processing reporting	10,000	0	10,000	10,000	10,000	0	0%	By 30 June 2025	Project underway
Corporate	Council Chambers audio visual upgrade	105,000	0	105,000	105,000	105,000	0	0%	By 30 June 2025	Quotes are being updated as they have exceeded 12 months in age.
Total Level of Service Expenditure		6,415,851	-3,000,000	3,415,851	177,021	3,427,737	-11,886			
REPLACEMENTS - replaces an existing asset with the same level of service provided										
Roading - Financially assisted NZTA	Unsealed Road metalling (includes forestry roads)	910,000	29,063	939,063	439,113	939,063	0	40%	By 30 June 2025	Budget adjusted to align with NZTA Waka Kotahi approval
Roading - Financially assisted NZTA	Sealed Road resurfacing	1,260,000	106,630	1,366,630	47,600	1,366,630	0	5%	By 30 June 2025	Budget adjusted to align with NZTA Waka Kotahi approval
Roading - Financially assisted NZTA	Drainage Renewals	915,000	29,218	944,218	194,734	944,218	0	15%	By 30 June 2025	Budget adjusted to align with NZTA Waka Kotahi approval
Roading - Financially assisted NZTA	Pavement Rehabilitation	650,000	20,745	670,745	35,509	670,745	0	5%	By 30 June 2025	Budget adjusted to align with NZTA Waka Kotahi approval
Roading - Financially assisted NZTA	Structure Components Replacement	950,000	30,499	980,499	52,982	980,499	0	5%	By 30 June 2025	Budget adjusted to align with NZTA Waka Kotahi approval
Roading - Financially assisted NZTA	Traffic Services Renewals	160,000	5,109	165,109	31,165	165,109	0	5%	By 30 June 2025	Budget adjusted to align with NZTA Waka Kotahi approval
Roading - Financially assisted NZTA	Footpath renewals	210,000	(132,005)	77,995	77,995	77,995	0	0%	By 30 June 2025	Budget adjusted to align with NZTA Waka Kotahi approval
Solid Waste	Transfer Station - Building renewals	10,000	0	10,000	10,000	10,000	0	0%	By 30 June 2025	
Solid Waste	Seal concrete blockwork on adjacent building	30,000	0	30,000	30,000	30,000	0	0%	By 31 Mar 2025	
Stormwater	Retreatment Renewals	100,000	0	100,000	2,542	100,000	0	0%	By 30 June 2025	Works as required.
Stormwater	Silt retention Victoria Park	100,000	0	100,000	0	100,000	0	0%	By 31 May 2025	Waiting for more stable weather to dry out silt that has been removed from the lake.
Wastewater	Step / aerate treatment renewals	35,000	0	35,000	11,588	35,000	0	25%	By 30 June 2025	Works as required.
Wastewater	Retreatment modelling	50,000	0	50,000	0	50,000	0	0%	By 30 June 2025	
Wastewater	Swansea Road pipe bridge	300,000	0	300,000	0	300,000	0	0%	By 30 June 2025	Pre-contractor meetings underway to determine scope.
Wastewater	Infiltration renewals	350,000	0	350,000	64,280	350,000	0	15%	By 30 June 2025	Works as required.
Water Supply	Laterals	50,000	0	50,000	0	50,000	0	0%	By 30 June 2025	Works as required.
Water Supply	Stratford street work rider mains	200,000	0	200,000	8,727	200,000	0	2%	By 30 June 2025	Design drawings completed. Will be going out for Tender in October.
Water Supply	Fluoride plant upgrade	300,000	0	300,000	0	300,000	0	0%	By 30 June 2025	Procurement plan underway.
Water Supply	Stratford Grit tanks	2,000,000	0	2,000,000	0	2,000,000	0	0%	By 30 June 2025	Detailed design underway
Water Supply	Stratford Grit tanks	70,000	0	70,000	0	70,000	0	0%	By 30 June 2025	Detailed design underway
Water Supply	Reservoir cleaning	60,000	0	60,000	0	60,000	0	0%	By 30 June 2025	Works as required.
Water Supply	Membranes	160,000	0	160,000	0	160,000	0	0%	By 30 June 2025	
Water Supply	Midhurst resource consent	50,000	0	50,000	12,000	50,000	0	20%	By 30 June 2025	
Parks and Reserves	Cardiff walkway steps and bridge	50,000	0	50,000	0	50,000	0	0%	By 31 May 2025	Discussions with TRC as to whether a Resource Consent is required.
Parks and Reserves	Carrington Walkway steps replacement	20,000	0	20,000	0	20,000	0	100%	By 31 Mar 2025	Procurement plan underway.
Parks and Reserves	Replace playground equipment - King Edward and Victoria Parks	10,000	0	10,000	0	10,000	0	200%	By 30 June 2025	Works as required.
Wai o Rua Aquatic Centre	Infrastructure renewals	2,000	0	2,000	2,000	2,000	0		By 30 June 2025	Works as required.

Council Activity	Project Description	2024/25 Long Term Plan Budget (a)	Carry-forwards and adjustments	Total Funds Available (a + b)	2024/25 Actual Expenditure YTD	Projected year end forecast	2024/25 Projected under/(over) spend	Project Completion %	Expected Project Completion Date	Status of each Project
Wai o Rua Aquatic Centre	Spin bike replacements	30,000	0	30,000	41,677	41,677	(11,677)	100%	Complete	
Civic Amenities	WMC - hot water supply	40,000	0	40,000	0	40,000	0	0%	By 30 June 2025	Procurement plan underway.
Civic Amenities	CRR - plumbing issues	10,000	0	10,000	715	10,000	0	0%	By 30 June 2025	Investigations underway to determine where blockages occur.
Civic Amenities	Public toilets infrastructure renewals	30,000	0	30,000	0	30,000	0	0%	By 30 June 2025	Works as required.
Civic Amenities	TEI Infrastructure renewals	50,000	0	50,000	0	50,000	0	0%	By 30 Nov 2024	Contract awarded to upgrade the front door.
Housing for Older Persons	Replace clotheslines	5,000	0	5,000	0	5,000	0	0%	By 30 June 2025	Investigation underway for security access options.
Housing for Older Persons	Roof replacements	120,000	0	120,000	0	120,000	0	0%	By 30 May 2025	Procurement plan underway
Housing for Older Persons	Infrastructural renewals	5,000	0	5,000	0	5,000	0	0%	By 30 June 2025	Works as required.
Farm	Race and culvert replacement	25,000	0	25,000	5,625	25,000	0	20%	By 30 May 2025	Quotes being requested.
Farm	Dwelling lighting and fixtures	5,000	0	5,000	0	5,000	0	0%	By 31 Oct 2024	Quotes being requested.
Aerodrome	Widening turn area	15,000	0	15,000	604	15,000	0	0%	By 31 Jan 2025	Procurement plan underway
Miranda Street Office	Infrastructural renewals	10,000	0	10,000	0	10,000	0	0%	By 30 June 2025	Works as required.
Library Hub	Infrastructural renewals	3,000	0	3,000	0	3,000	0	0%	By 30 June 2025	Works as required.
Library Hub	Bathroom renewal	15,000	0	15,000	0	15,000	0	0%	By 30 June 2025	Procurement plan underway
Library Hub	Underneath storage	10,000	0	10,000	0	10,000	0	0%	By 30 Nov 2024	Library Team Lead discussing with Staff
Library Hub	Windowsill replacements	10,000	0	10,000	0	10,000	0	0%	By 31 Oct 2024	Works as required.
Library Hub	Window graphics renewals	10,000	0	10,000	0	10,000	0	0%	By 30 June 2025	Quotes being requested.
Corporate	Computers/Peripherals/ Software	30,000	0	30,000	11,196	30,000	0	25%	By 30 June 2025	Works as required.
Corporate	Authority data cleansing	15,000	0	15,000	0	15,000	0	0%	By 30 June 2025	Project underway as part of the update of Authority.
Corporate	GPS location replacement	15,000	0	15,000	0	15,000	0	0%	By 30 June 2025	Procurement plan underway
Corporate	Photocopier replacements	10,000	0	10,000	0	10,000	0	0%	By 30 June 2025	Works as required.
Corporate	Vehicle Replacement (after trade in)	35,000	0	35,000	0	35,000	0	0%	By 30 June 2025	Vehicle on order.
Total Replacement Expenditure		9,500,000	89,259	9,589,259	960,057	9,600,936	(11,677)			
TOTAL EXPENDITURE		\$18,515,851	-\$2,910,741	\$15,605,110	\$1,158,344	\$15,628,673	-\$23,563			

LIABILITIES AND INVESTMENTS STATEMENT AS AT 31 AUGUST 2024

Public Debt Statement

Lender	Amount	Interest Rate	Term (Years)	Date Drawn	Maturity Date
LGFA	\$ 2,000,000	5.75%	<1	17/07/2024	16/10/2024
LGFA	\$ 2,000,000	3.38%	7	27/08/2018	15/04/2025
LGFA	\$ 4,000,000	4.22%	3	12/08/2022	15/04/2025
LGFA - A&P	\$ 3,700,000	1.04%	5	21/12/2020	21/12/2025
LGFA	\$ 1,000,000	1.67%	5	19/04/2021	15/04/2026
LGFA	\$ 1,000,000	2.02%	6	7/04/2020	15/04/2026
LGFA	\$ 1,000,000	1.38%	7	11/05/2020	15/04/2027
LGFA	\$ 2,000,000	4.17%	5	14/04/2022	15/04/2027
LGFA	\$ 1,500,000	3.65%	9	27/08/2018	15/04/2027
LGFA	\$ 2,000,000	5.32%	3	30/01/2024	15/05/2028
LGFA	\$ 1,000,000	5.41%	4	12/04/2024	15/05/2028
LGFA	\$ 1,000,000	2.12%	7	19/04/2021	15/05/2028
LGFA	\$ 1,000,000	4.23%	6	12/08/2022	15/05/2028
LGFA	\$ 2,000,000	4.26%	6	14/04/2022	15/05/2028
LGFA	\$ 1,000,000	5.50%	5	24/05/2023	15/05/2028
LGFA	\$ 1,000,000	5.49%	6	24/05/2023	20/04/2029
LGFA	\$ 1,000,000	5.66%	6	10/07/2023	20/04/2029
LGFA	\$ 2,000,000	5.56%	6	15/05/2024	15/05/2030
LGFA	\$ 3,000,000	5.67%	7	10/07/2023	15/05/2030
LGFA	\$ 2,000,000	4.30%	9	14/04/2022	15/05/2031
LGFA - A&P	\$ 3,500,000	1.87%	12	21/12/2020	21/12/2032
	\$ 38,700,000	3.84%			

Internal Debt Register

Activity	Amount	Start Date	Term	Interest Rate	Details
Water Supply	\$ 1,110,795	2013	N/a	3.84%	Water treatment plant
Farm	\$ 1,909,228	2016	N/a	3.84%	As at 1 July 2023
	\$ 3,020,023				

Committed Cash Facilities

Lender	Facility Value	Outstanding	Rate
TSB Bank	\$ 1,000,000	\$ -	BKBM* + 3%
	\$ 1,000,000		

Investment Statement

Investee	Amount	Interest Rate	Term (Days)	Start	End
Westpac	\$ 1,500,000	6.00%	332	13/08/2024	11/07/2025
Westpac	\$ 1,500,000	6.35%	183	12/04/2024	12/10/2024
Westpac	\$ 1,500,000	6.30%	325	26/02/2024	16/01/2025
TSB	\$ 1,500,000	6.30%	365	12/04/2024	12/04/2025
ANZ	\$ 500,000	6.30%	365	18/04/2024	18/04/2025
	\$ 6,500,000	6.24%			
A&P Association	\$ 3,680,000	1.29%	1826	22/12/2020	22/12/2025
A&P Association	\$ 3,500,000	2.12%	4383	22/12/2020	22/12/2032
	\$ 7,180,000	1.69%			

Shareholdings Statement

	No. of Shares	Share Price	Value of Shares
Fonterra	158,716	\$ 3.55	\$ 563,442
Ravensdown	21,820	\$ 1.00	\$ 21,820
Civic Financial	65,608	\$ 0.93	\$ 61,015
			\$ 646,277

Other Investments

	Date Drawn	Amount	Interest Rate	Details
Vendor loan to EBS Trust	2020	\$ 190,000	LGFA rate plus 0.25%, currently 6.125%	Repayable - June 2025

*BKBM - The Bank Bill Market Rate is a short term interest rate used widely in NZ as a benchmark for pricing debt.

CASHFLOW FORECAST FOR THE YEAR ENDED AUGUST 2025

	Actual/ Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	12 Month
OPENING BALANCE	1,272,152	3,152,152	1,870,294	290,234	2,056,952	1,332,006	(13,994)	2,041,006	387,006	131,006	2,040,006	1,203,041	280,076	17,034,012
Rates	4,220,000	4,737,109	710,000	3,700,000	710,000	500,000	3,700,000	570,000	520,000	3,700,000	650,000	650,000	4,300,000	20,420,000
NZTA Refunds	0	0	450,000	450,000	450,000	160,000	160,000	160,000	270,000	400,000	900,000	900,000	200,000	5,414,561
Fees and Charges	500,000	573,245	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	550,000	550,000	550,000	6,200,000
Interest Revenue	20,000	21,304	20,000	20,000	53,019	20,000	25,000	81,000	45,000	45,000	45,000	45,000	20,000	472,038
Other	-	64,934	-	-	-	-	-	-	-	-	-	-	-	64,934
Total Cash In	4,740,000	5,396,592	1,680,000	4,670,000	1,713,019	1,180,000	4,435,000	1,311,000	1,335,000	4,645,000	2,145,000	2,145,000	5,070,000	32,571,533
Salaries and Wages/ Elected Members	540,000	493,050	666,000	560,000	666,000	666,000	580,000	580,000	666,000	580,000	580,000	666,000	580,000	7,370,000
Payments to Suppliers - Operating	820,000	826,936	820,000	820,000	820,000	700,000	600,000	850,000	850,000	850,000	850,000	850,000	850,000	9,680,000
Major contract payments	1,500,000	1,369,440	1,500,000	1,500,000	900,000	900,000	1,200,000	1,200,000	800,000	1,200,000	1,500,000	1,500,000	1,500,000	15,200,000
Interest Expense	-	-	274,060	223,282	51,965	-	-	-	275,000	286,000	51,965	51,965	-	1,214,237
GST Paid / (Received)	-	559,438	-	200,000	-	260,000	-	335,000	-	180,000	-	-	-	774,438
Total Cash Out	2,860,000	2,689,426	3,260,060	2,903,282	2,437,965	2,526,000	2,380,000	2,965,000	2,591,000	2,736,000	2,981,965	3,067,965	2,930,000	34,238,675
(Increase)/Reduce Financial Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing/(Repaying) Loans	-	-	-	-	-	-	1,000,000	-	-	-	-	-	-	1,000,000
CLOSING BALANCE	3,152,152	3,979,318	1,870,294	290,234	2,056,952	(13,994)	2,041,006	387,006	131,006	2,040,006	1,203,041	280,076	2,420,076	16,366,870
Net Debt	24,020,000	25,020,000	25,020,000	25,020,000	25,020,000	25,020,000	25,020,000	25,020,000	26,020,000	26,020,000	26,020,000	26,020,000	26,020,000	26,020,000
Gross Debt	37,700,000	38,700,000	38,700,000	38,700,000	38,700,000	38,700,000	38,700,000	38,700,000	39,700,000	39,700,000	39,700,000	39,700,000	39,700,000	39,700,000
Investments - Term Deposits	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000
Investments - A & P Loan	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000

Notes re Cashflow Forecast:
1. TET Grant funding

Outstanding Debtors as at 31 August 2024

Category	Total Outstanding	Overdue > 3 months	Notes relating to outstanding balances
Rates	\$ 1,281,210.25	\$306,617	The overdue balance for rates debtors is what is owed for previous financial years. All outstanding rates are charged a 10% penalty on what is outstanding at the end of each quarter.
Transfer Station	\$203	\$148	Overdue relates to 1 debtor, who needs to be contacted for payment status.
Cemeteries	\$46,186	\$27,870	Overdues relate to 14 debtors, 12 have payment arrangements with council. 1 debtor is still waiting on probate to be granted. 1 debtor will need to be contacted for status on payment/plot reservation.
Rental Properties	\$17,293	\$1,437	Overdue relates to 1 debtor who has an arrangement in place with council, and have nearly paid off their account.
Housing for the Older Persons	-\$7,044	-\$1,173	Rent in advance.
Planning and Regulatory	\$22,042	\$190	
Facility Hire	\$3,365	\$10	Overdue relates to 1 debtor who council has contacted.
Sundry Debtors	\$378,585	\$11,396	Overdues is mostly made up of smaller debtors who are with debt collectors.
Legal Fees	\$6,180	\$6,180	Relating to one property, currently with the solicitor.
Targeted Rates after Strike	\$2,541	\$715	Overdues relate to 3 debtors for services added after rates strike for the 2023/24 financial year. 2 debtors to be contacted for payment status. 1 debtor has made their own payment arrangement.
Debtors Accruals	\$262,777	\$0	Includes Fonterra milk revenue accrued (not yet paid), interest revenue receivable upon maturity - as the main items.
NZTA	\$914,561	\$0	
Wai O Rua Aquatic Centre	-\$6,305	-\$744	
Resource Consents	\$41,015	\$5,868	Overdue made up of 5 debtors. One debtor to be sent to debt collectors if payment of \$2413 has not been paid by 20 September 2024. Letter sent to notifying them of course of action.
Building Consent Revenue	\$22,039	\$195	Overdue relates to one debtor for a new detached dwelling consent issued in March 2024. To be followed up for payment status.
Infringements	\$30,005	\$30,005	Majority of debtors are < 3 years overdue and with the Ministry of Justice for collection. These are largely made up of dog registrations.
Wastewater Discharge	\$9,984	\$0	
Water Billing	\$214,381	\$45,248	Two properties will have demand sent to bank in June, one is under arrangement with Council
TOTAL	\$3,239,018	\$433,961	

MONTHLY REPORT

Environmental Services Department



F22/55/04– D24/40193

To: Policy and Services Committee
From: Director – Environmental Services
Date: 13 September 2024
Subject: Environmental Services Monthly Report – August 2024

Recommendation

THAT the report be received.

Moved/Seconded

This report presents a summary of the monthly progress and highlights for the main areas of activity within the Environmental Services department. The Long-Term Plan 2021-2031 sets the performance measures, and this report presents progress to date against the target for each performance measure.

1. Overview

9 applications for building consent were received in August 2024. These included 3 log fires, 1 pole shed, 4 alterations/additions to residential dwellings, and 1 new septic tank and effluent field. There were also a further 4 amendments to existing building consents, 3 exemptions and 1 amusement device application. After receiving 12 applications for resource consent in July we only received 2 during August.

After a relatively busy month in July the number of applications received in August have returned to similar levels to the preceding few months. We are starting to see some warmer weather with the change of seasons and that often brings an increase in development activity. Something else that is notable currently is an increase in compliance activities. This commonly happens during difficult economic times and can be seen in a higher level of calls and also in a more difficult environment for addressing the activities that are giving rise to the calls.

Strategic/Long Term Plan Projects

Work on the joint New Plymouth District Council and Stratford District Council Local Alcohol Policy is continuing. We are currently waiting while South Taranaki District Council officers seek formal approval to develop a Local Alcohol Policy and join the process. At this stage we are hoping that the Social Impact Assessment will be completed late in 2024 with work on the policy itself and the public part of the process taking place in 2025.

2. Dashboard – All Business Units

2.1 The following table summarises the main licencing, monitoring, and enforcement activity across the department for the month:

Activity	Result Aug
Building Consent Authority	
Building Consent Applications	9
Building Consent Amendment Applications	4
Building Consents Issued	19
Building Consent Amendments Issued	7
Inspections completed	76
Code Compliance Certificate Applications	11
Code Compliance Certificates Issued	11
Code Compliance Certificates Refused	4
Number of Building Consents Received in Hard Copy	0
Number of Building Consents Received Digitally	9
Building Act Complaints received and responded to	0
Planning	
Land Use Consents Received	1
Land Use Consents Granted	3
Subdivision Consents Received	1
Subdivision Consents Granted	5
223/224 Applications Received	3
223/224 Applications Granted	2
Resource Consent Applications Received in Hard Copy	0
Resource Consent Applications Received in Digital Form	2
Resource Consent Applications Placed on Hold or Returned	3
LIM's Received	7
LIM's Granted	7
Environmental Health	
Registered Premises Inspected for Compliance under the Food or Health Act	2
Health or Food Act Complaints Received and responded to	0
Licensed Premises Inspected for Compliance under the Sale & Supply of Alcohol Act.	0
Certificates and Licence Applications received under the Sale and Supply of Alcohol Act	8
Bylaw Complaints Received and responded to	14
Dog Complaints Received and responded to	20

3. Key Performance Indicators – All Business Units

4.1 Building Services

Level of Service	Performance Measures	Targets	Status
To process applications within statutory timeframes.	Percentage of building consent applications processed within 20 days.	100%	23 of the 23 (100%) applications in August were processed within 20 working days.
	Percentage of inspection requests completed within 24 hours of requested time.	100%	76 of the 76 (100%) inspections in August were completed within 24 hours of the request.
	Percentage of code compliance certificate applications determined within 20 working days.	100%	11 of the 11 (100%) CCCs issued in August were issued within 20 working days.
To process LIMs within statutory timeframes	% of LIMs processed within statutory timeframes.	100%	Seven of the seven (100%) LIMs were processed within 10 working days.
To retain registration as a Building Consent Authority.	Current registration	Confirmed	Achieved.

4.2 Planning and Bylaws

Level of Service	Performance Measure	Target	Status
To promote the sustainable management and use of land and public spaces.	To undertake a comprehensive review of the district plan, with notification within statutory timeframes.	Notification of a proposed District Plan.	Work on this project was delayed due to new legislation. The legislation has been repealed and we are currently working through options for this project, including the possibility of a multi-council approach.
	To undertake a systematic review of bylaws and related policies as they reach their statutory review dates.	100% review within timeframes	There are no bylaws or policies currently outside their statutory review periods.
To process resource consents within statutory timeframes.	% of non-notified applications processed within 20 working days.	100%	8 of the 8 (100%) Resource Consents processed in August were issued within 20 working days (RMA 1991)
	% of notified applications processed within legislated timeframes for notification, hearings and decisions.	100%	N/A
	% of S223 and S224 applications processed within 10 working days.	0%	2 of the 2 (100%) S223 and S224 Applications granted in August were processed within 10 working days

4.3 **Community Health and Safety**

Level of Service	Performance Measure	Target	Status
To fulfil obligations to improve, promote and protect public health	Percentage of registered premises registered under the Food Act, Health Act, Beauty and Tattoo Bylaw, to be inspected for compliance.	100%	100%
	Health nuisance and premise complaints are responded to within 1 working day.	100%	100%
To fulfil obligations as a District Licensing Committee	Percentage of licensed premises inspected.	100%	100%
	Percentage of applications processed within 25 working days (excluding hearings).	100%	100%
To monitor and enforce bylaws	Percentage of complaints responded to within 2 hours.	100%	100%
To ensure dogs are controlled	Percentage of known dogs registered	98%	87%
	Percentage of dog attack/wandering dog complaints responded to within an hour	100%	100%

4.3.1 **Parking Infringements**

The Government has recently passed legislation to increase parking infringement fees. This is the first increase to parking fees in around 20 years. The new fees come into force on 1 October 2024, at which time the current fees can no longer be used. Fees have increased by 40-50% in most cases. The most significant increase is for people who misuse mobility parking spaces where the penalty has moved from \$150.00 to \$750.00. The increased fees will assist councils with covering the cost of enforcement.

4. **Detailed Reporting Building Services**

5.1 **Building Consent Authority (“BCA”)**

5.1.1 **Compliance/Notices to Fix issued as a BCA.**

No Notices to Fix were issued by the BCA in August 2024.

5.1.2 **Lapsed Consents**

Section BC5 of the Quality Management System requires the BCA to check the files to identify consents issued 11 months previously, against which no inspections have been recorded. The check has been undertaken and no consents were lapsed in August 2024.

5.1.3 **Regulation 6A Compliance Dashboard**

Clause 6A of the Accreditation Regulation requires BCAs to notify the Ministry of Business Innovation and Enterprise (“MBIE”) if any of the following incidents occur:

Incident	Occurrence this month
A significant change in the legal, commercial, or organisational status of the building consent authority or the wider organisation in which it operates:	Nil
The departure of the building consent authority’s authorised representative or responsible manager:	Nil
In any one quarter of a calendar year, a reduction of 25% or more of employees doing technical jobs who are not replaced with employees who have equivalent qualifications and competence:	Nil

Incident	Occurrence this month
A transfer under section 233 or 244 of the Act of (i) 1 or more functions of the building consent authority to another building consent authority: (ii) 1 or more functions of another building consent authority to the building consent authority:	Nil
An arrangement being made under section 213 of the Act for—(i) another building consent authority to perform a significant amount of the functions of the building consent authority: (ii) the building consent authority to perform a significant amount of the functions of another building consent authority:	Nil
A material amendment to the building consent authority’s policies, procedures, or systems required by these regulations.	Nil

5.1.4 Training needs analysis

No specific training needs have been identified but there are two upcoming training sessions, which relate to:

- 1) Training from Engineering New Zealand in mid-November in relation to Producer Statements (PS1,PS2,PS4), what good documentation and best engineering practice looks like.
- 2) A presentation in February 2025 in relation to the findings and recommendations to BCAs in relation to the Jonathan Hall forgery case that affected over 40 of the 69 councils.

5.1.5 Internal audit/external audit timetable

During August audits were undertaken in relation to regulation 17(3A) which relates to complaints about practitioners. One recommendation was identified and will be actioned. The annual strategic management review of the BCA’s quality assurance system was also undertaken and did not identify any recommendations.

5.2 Territorial Authority

5.2.1 Audits

Officers are working on an action plan for addressing the corrective actions identified in MBIE’s report on Certificates for Public Use and Dangerous, Affected, or Insanitary Buildings. The action plan is due to be provided to MBIE by the end of September.

5.2.2 Compliance Schedules/Building Warrants of Fitness

One onsite BWoF audit was undertaken during August 2024. One existing Compliance Schedule was amended to comply with section 103 of the Building Act.

5.2.3 Swimming Pools

There are 86 swimming pools on the Council’s swimming pool register. All swimming pools are now compliant. The next round of swimming pool inspections is scheduled to commence August 2025.

5.2.4 Earthquake-Prone Buildings

During August no further reports were received from owners of buildings that were identified as being potentially earthquake prone. 2 August 2024 was the deadline for building owners to supply an Initial Seismic Assessment (ISA), or request an extension of time. Currently Earthquake Prone Building notices and letters are being created for the remaining 64 buildings that have either been confirmed as being earthquake prone or that we haven’t received an ISA for. These will be pre-dated for 15 October 2024 to provide officers enough time to create the notices and letters, and enable the placement of the notices on all buildings on the same date.

The table below shows the number of buildings that have been identified as being potentially earthquake prone:

Earthquake Prone Buildings	Number
Total identified as potentially E/Q Prone	94
Number granted extensions till 2 August 2025	8
Total ISA / DSA assessments received	22
ISA/DSA confirmed as not E/Q Prone	9
ISA/DSA confirmed as E/Q Prone	13
Number that will receive an E/Q Prone Building Notice	64

Building owners are legally required to strengthen or demolish their building within 25 years of when their E/Q Prone Building notice was issued. The majority of building owners will have till 15 October 2049 to meet this deadline.

5.2.5 Non-Standard Site Register Maintenance

No new sites were added to the non-standard site register in August 2024.

5.2.6 Notices to Fix/Other Compliance as a Territorial Authority

No Notices to Fix for were issued by the Territorial Authority during August 2024.

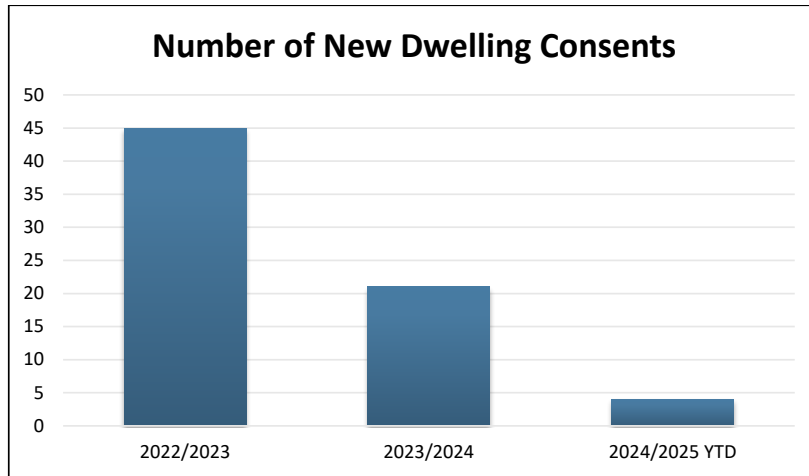
During August the Building Control Manager has been engaging with the Plumbers, Gasfitters, and Drainlayers Board and the local industry in relation to unauthorised and non-compliant work.

5.3 Trends Analysis

5.3.1 Consents applied for by type:

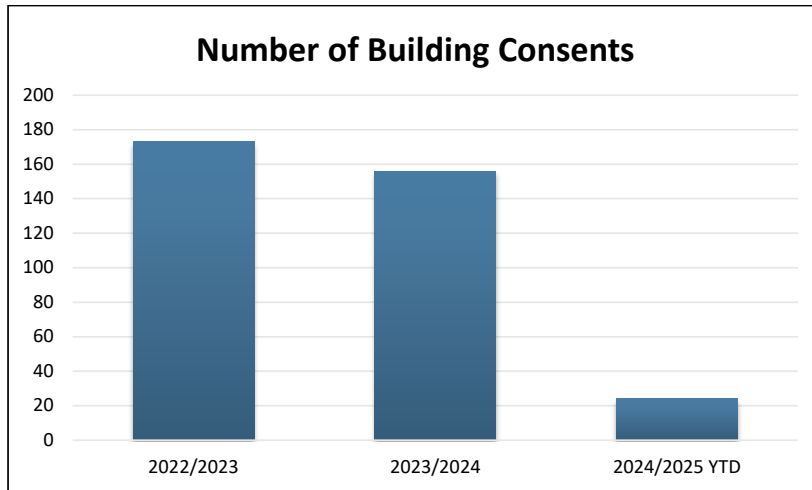
Type	Aug 2024	Aug 2023	2024/2025	2023/2024 Whole Year
New residential dwellings	0	2	4	18
New duplex dwellings	0	0	0	3
Relocated dwellings	0	1	0	10
Relocated buildings other than dwellings	0	0	0	0
Fires	3	5	3	63
Pole sheds/accessory buildings	1	2	3	27
Additions/alterations – residential	4	2	3	14
New Commercial buildings	0	1	0	5
Additions/alterations – commercial	1	1	1	9
Other/miscellaneous	0	0	1	7
Total/s	9	14	15	156

New House indicator by year



Year	New Dwellings
2022/2023	45
2023/2024	21
2024/2025 YTD	4

Consent numbers by year



Year	Building Consents
2022/2023	173
2023/2024	156
2024/2025 YTD	24



Blair Sutherland
Director - Environmental Services



[Approved]
Sven Hanne
Chief Executive

Date: 13 September 2024



TE KAUNIHERA Ā ROHE O
WHAKAAHURANGI
STRATFORD
DISTRICT COUNCIL

Our reference
F19/13/03-D21/40748

Karakia

Kia uruuru mai
Ā hauora
Ā haukaha
Ā haumāia
Ki runga, Ki raro
Ki roto, Ki waho
Rire rire hau Paimārire

I draw in (to my being)
The reviving essence
The strengthening essence
The essence of courage
Above, Below
Within, Around
Let there be peace.