

Council Enterprises Activity Management Plan 2021-2051



Quality Assurance Statement

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1 Executive Summary

1.1 What We Do

Council Enterprises covers the Council’s commercial and semi-commercial activity. This activity involves the management of approximately 2,700 stocked hectares of commercial plantation forest, aerodromes in Motueka and Tākaka, a mixture of leased and managed holiday parks in Motueka, Pōhara, Collingwood and Murchison, the management of Port Tarakohe, and the management of various commercial property assets.

1.2 Why We Do It

The Council’s ownership and management of commercial assets provide benefits to all users, via employment and development for the wider community. Their economic development and strategic importance are critical to all ratepayers and facility users. Income streams from commercial activities and commercial investments provide additional income to the Council. This additional income reduces Council’s reliance on rates to fund its activities.

1.3 Contribution to Community Outcomes

Community Outcomes		How Our Activity Contributes To The Community Outcome	Significant Negative Effects
Social Wellbeing	Our communities are healthy, safe, inclusive and resilient	<p>The Council’s commercial assets provide a healthy and safe environment for users.</p> <p>The Council’s commercial assets are in compliance with health and safety standards.</p> <p>The Council’s aerodromes and ports are resilience assets for communities with limited road access.</p>	
Social Wellbeing	Our urban and rural environments are people-friendly, well planned, accessible and sustainably managed	<p>The Council’s commercial activities are managed to provide functional, pleasant and safe environments, to minimise any public health hazards and provide attractive facilities.</p> <p>Future commercial development is managed to minimise negative impacts on the environment, with sustainability as an expectation.</p> <p>The Council’s commercial assets are accessible to the whole community.</p>	<p>The development of Māpua Wharf impacts the local community due to increased pedestrian and vehicle traffic, with associated parking issues.</p> <p>Noise from the aerodrome and port users, can have negative impacts on some members of the community.</p>

Community Outcomes		How Our Activity Contributes To The Community Outcome	Significant Negative Effects
Social Wellbeing	Our communities have access to a range of social, cultural, educational and recreational facilities and activities	<p>The Council's commercial activities provide spaces for social interaction and recreation.</p> <p>The Council's commercial forests are managed to provide the optimal level of benefit to the overall community, by balancing commercial and recreational use.</p>	Recreational access to some of our commercial forests is restricted, and areas are closed during harvest operations and in high fire risk circumstances.
Economic Wellbeing	Our region is supported by an innovative and sustainable economy	<p>The Council's commercial activities provide an income stream to the Council to reduce its reliance on rates.</p> <p>The Council's commercial activities provide jobs for the local community and helps develop the local economy.</p> <p>The Council's commercial activities involve a range of legacy assets. The activities provide recreational and resilience assets that are managed using commercial disciplines, in order to minimise the burden on ratepayers.</p> <p>The Council's forestry assets provide a sustainable economic resource for the community and a carbon offset for Council activities.</p>	
Economic Wellbeing	Our infrastructure is efficient, resilient, cost effective and meets current and future needs	The Council's commercial activities provide commercial and recreational facilities to meet the community needs at an affordable level.	
Environmental Wellbeing	Our unique natural environment is healthy, protected and sustainably managed	<p>The Council's commercial forests have gained Forestry Stewardship Council certification to ensure that they are sustainably managed within internationally recognised guidelines.</p> <p>The Council's forests store carbon to reduce the impact of climate change and meet obligations under climate change agreements.</p>	Harvest operations in certain areas increases the risk of sediment and storm water issues.

Community Outcomes		How Our Activity Contributes To The Community Outcome	Significant Negative Effects
Cultural Wellbeing	Our communities have opportunities to celebrate and explore their heritage, identity and creativity	The Council's commercial assets include sites that have historical significance and are available for historical reference and exploration. Historic places and iwi interests are respected and protected through planned Council development.	
	Our Council provides leadership and fosters partnerships including with iwi, fosters a regional perspective, and encourages community engagement	The Council has established various user and advisory groups such as Motueka Aerodrome Advisory Group, Tākaka Aerodrome User Group and Port Tarkohe Advisory Group as a means of engaging with the community on the Council's commercial and semi-commercial activities.	

1.4 Key Issues

Key issues facing the Commercial Enterprises activity are:

- Legacy Assets – The commercial portfolio has several legacy assets, where full commercial returns are not able to be achieved. This is often due to a lack of economies of scale. Port Tarkohe is the main underperforming asset in the portfolio. Options for improvement are currently under consideration.

1.5 Levels of Service

Levels of service	We will know we are meeting the level of service if..	Current performance	Future performance targets			
			Year 1 target 2021/2022	Year 2 target 2022/2023	Year 3 target 2023/2024	By year 10 2024 - 2031
Commercial assets are managed prudently to provide a financial return for the benefit of the District's ratepayers.	<p>Six separate measures for Forestry, Port Taranaki, Holiday Parks, Commercial Property, Motueka Aerodrome and Tākaka Aerodrome:</p> <p>Earnings before Interest, Taxes, Depreciation, and Amortisation (EBITDA) for activity compared to Annual Plan.</p>	<p>2019/2020: EBITDA</p> <p>Forestry \$4.0m</p> <p>Port Taranaki -\$54,000</p> <p>Holiday Parks \$310,000</p> <p>Commercial Property \$330,000</p> <p>Motueka Aerodrome \$90,000</p> <p>Tākaka Aerodrome \$30,000</p>	<p>Forestry \$2.22M</p> <p>Port Taranaki \$224,000</p> <p>Holiday Parks \$510,000</p> <p>Commercial Property \$383,000</p> <p>Motueka Aerodrome \$33,000</p> <p>Tākaka Aerodrome \$51,000</p>	<p>Forestry \$2.7M</p> <p>Port Taranaki \$253,000</p> <p>Holiday Parks \$645,000</p> <p>Commercial Property \$372,000</p> <p>Motueka Aerodrome \$42,000</p> <p>Tākaka Aerodrome \$67,000</p>	<p>Forestry \$2.3M</p> <p>Port Taranaki \$273,000</p> <p>Holiday Parks \$735,000</p> <p>Commercial Property \$360,000</p> <p>Motueka Aerodrome \$42,000</p> <p>Tākaka Aerodrome \$66,000</p>	<p>Forestry \$549,000</p> <p>Port Taranaki \$349,000</p> <p>Holiday Parks \$885,000</p> <p>Commercial Property \$241,000</p> <p>Motueka Aerodrome \$50,000</p> <p>Tākaka Aerodrome \$33,000</p>
Commercial assets are managed prudently to provide a financial return for the benefit of the District's ratepayers.	Percentage of commercial lease and licence relationships, measured by current annual rent value, which are based on an up-to-date lease document and rent amount.	2019/2020: 99%	≥ 95%	≥ 95%	≥ 95%	≥ 95%

1.6 Key Changes to Activity or Service

There are no material changes to the management of the Council Enterprises activity since the Long-Term Plan 2018 – 2028.

1.7 Key Assumptions and Uncertainties

There are no significant assumptions specifically for Council Enterprises.

1.8 Sources of Operating Funding

Operating expenditure for the activities within the Council Enterprises portfolio are funded through a variety of mechanisms as summarised in the table below:

Table 1: Operating Funding Sources

	General Rates	Targeted Rates	User Fees and Charges	Licences and Leases	Forestry Harvesting	Sundry Income
Aerodromes	√		√	√		√
Holiday Parks			√	√		√
Forestry				√	√	√
Ports			√	√		√
Commercial Property	√			√		√

1.9 New Capital Requirement Programme 10 Year Forecast

Projects within Council Enterprises are summarised in the table below:

Table 2: Commercial Projects

	Project Summary	Expenditure ¹			
		2021/22	2022/2023	2023/2024	2024-2031
Aerodromes	Motueka Capital Renewals				\$300,000
	Tākaka Cross Runway Extension	\$250,000			
Holiday Parks	Murchison Capital Renewals	\$10,000	\$10,000	\$10,000	\$70,000
	Motueka Capital Renewals	\$100,000	\$100,000	\$100,000	\$700,000
	Pōhara Capital Renewals	\$100,000	\$100,000	\$100,000	\$700,000
	Collingwood Capital Renewals	\$5,000	\$5,000	\$5,000	\$35,000




	Project Summary	Expenditure ¹			
		2021/22	2022/2023	2023/2024	2024-2031
	Collingwood Rock Wall Renewals				\$40,000
Commercial Property	Māpua Wharf Capital Renewals	\$50,000	\$50,000	\$50,000	\$350,000
Forestry	Nil				
Ports	Tarakohe Capital Renewals			\$1,000,000	\$2,000,000
	Motueka Boat Maintenance Facilities				\$500,000




¹ Figures not adjusted for inflation

1.10 Assets Overview

Table 3: Assets Overview

Asset		Valuation as at 30 June 2020
	Motueka Aerodrome	\$2.3m
	Tākaka Aerodrome	\$1.8m

Asset		Valuation as at 30 June 2020
	Forestry	\$59.6m
	Motueka Top 10 Holiday Park	
	Pōhara Top 10 Holiday Park	
	Riverside Holiday Park (Murchison)	\$11.9m
	Collingwood Holiday Park	

Asset	Valuation as at 30 June 2020	
	Commercial Property	\$5.4m
	Port Tarakohe	\$6.8m
	Port Motueka	\$2.1m

2 Introduction

The purpose of this Activity Management Plan is to outline and to summarise in one place, the Council's strategic management and long-term approach for the provision and maintenance of its activities.

2.1 Rationale for Council Involvement

Council's commercial activities are not core Council services. Many of the commercial assets are on reserve land that has been vested in the Council. Several of the assets provide recreational or social benefits to the public, and our ports and aerodromes are key resilience assets. The commercial aspect of these assets helps to maintain them for the community in a cost-effective manner.

The Council's commercial activities generate income, which reduces the amount required from rates, and helps to sustain a strong regional economy.

2.2 Description of Assets and Services

2.2.1 Aerodromes

Council Enterprises manages the Council's general aviation aerodromes in Motueka and Tākaka. Council's shareholding in Nelson Airport, which has a dedicated management team, is not part of the Council Enterprises activity.

2.2.1.1 Motueka Aerodrome

Motueka Aerodrome was established in 1934 and occupies 27.52 hectares. It is bounded on the South by College Street, on the East by Queen Victoria Street, and to the North-West by Marchwood Park and Marchwood Park Road. Council owns the aerodrome land in two freehold titles. CFR NN12C/337, being Lot 1 DP 18903, of 5,159m², which contains the Nelson Aviation College and CFR NN12C/ 338 being Lot 2, DP 18903.

Under the Tasman Resource Management Plan, the site is designated for aerodrome purposes with an underlying zone of Rural 1. The designation provides either for the Council itself or through its agents to control manage and approve planning, design, research, construction and maintenance, relating to all land within the designation. Designation of the aerodrome is considered the most appropriate mechanism of protecting the Council's interest with regard to the safe and efficient functioning of the aerodrome.

The aerodrome is recorded in the Civil Aviation – Aeronautical Information Publication (AIP) as a non-certified aerodrome that is unattended.

The site is near flat grassland and abuts horticultural uses on all frontages, except College Street where there is residential development on the South side. The land is at the upper end of the Thorp catchment and thus receives very little storm water runoff from land above the site.

In 1991/1992 the Council formed and sealed a 724m by 8m runway. Subsequent extensions increased the length and the runway was widened and resealed to an average width of 11m in March 2004. The main runway strip is officially 729m long and 40m wide, although the sealed asphalt concrete surface is only 12m wide. In addition, an adjacent grass runway strip is 733m long and 40m wide. The two runways officially overlap by 10m; hence, the combined width is 60m. The sealed runway was repaired and remarked in 2020. The long-term plan includes \$300,000 for capital renewals in 2025/2026, which would allow for a reseal of the runway if required. There is a

52m long concrete pad at the Northern end, which was established by the Nelson Drag Racing Association for their events. A 30m by 12m concrete pad was constructed at the Southern end of the runway in 2008 to facilitate safer entry and exiting of the runway. The combined length of the runway, including both pads is 811m. The strength of the runway pavements, and hence allowable aircraft landing, is given in equivalent single wheel loading (ESWL) for the sealed runway. The sealed runway has an ESWL 1,020 kilograms.

There is an assortment of 18 buildings throughout the aerodrome. Skydive Abel Tasman (part of Inflight) and the Motueka Aero Club, along with other small hangars, are along the College Street frontage. Nelson Aviation College is on Queen Victoria Street. There is an aviation fuel dispenser pumping, from a tank near to the Aero Club building, and an underground fuel tank, outside the hangar. These provide both Avgas and Jet A1 fuels.



Figure 1: Motueka Aerodrome

The Motueka Aerodrome Development Plan sets out the areas available for development and the types of development that may be allowed.

The height of structures around the aerodrome is controlled by “transitional plane surfaces” which are to protect the flight paths of aircraft using the aerodrome. Those height restrictions apply irrespective of any greater permitted height stipulated in the Tasman Resource Management Plan.

2.2.1.2 Tākaka Aerodrome

Tākaka Aerodrome was established in 1940 and occupies 40.66 hectares. Bounded by farmland on the Northern, Eastern and part of the Western side, State Highway 60 bounds the Southern and Southwestern boundaries. 39.66 ha of the site is a Local Purpose (Aerodrome) Reserve (Gazette 1986/3944) being Section 20, Block V of the Waitapu Survey District. The land is vested in the Tasman District Council. One hectare of additional land, Lot 3 DP 537101, was purchased in 2020 to

allow for a possible extension of the cross runway and is classified as Local Purpose (Airport) Reserve.

Under the Tasman Resource Management Plan, the site is designated for aerodrome purposes with an underlying zone of Rural 1. The designation provides for the Council either itself or through its agents to control, manage and approve planning, design, research, construction and maintenance relating to all land within the designation. Designation of the aerodrome is considered the most appropriate mechanism of protecting the Council's interest with regard to the safe and efficient functioning of the aerodrome.

The aerodrome is recorded in the Civil Aviation – Aeronautical Information Publication as a non-certified aerodrome - unattended.

There is an assortment of buildings and structures on the site. These include a Council owned house and garage, toilet facilities are available for public use, plus clubrooms and private hangars. The aerodrome has been built on pakihi clays, which makes the site hard to drain and grow good vegetation on. The aerodrome has an extensive concrete tile drainage system, following from the Southern end of the property to the Northern end (average of 1:100 fall). Grazing of the site is leased out periodically.

Tākaka has two runways, one running more or less North to South, and the other running Southeast to Northwest, crossing the North to South runway. The North to South runway is sealed and is the primary runway at 832m long by 12m wide and was resealed in 2020. The cross runway is 604m long by 12m wide. The allowable ESWL is 3,000kg for the sealed runway and 1000kg for the unsealed runway.



Figure 2: Tākaka Aerodrome

The Long-Term Plan includes a budget of \$250,000 in 2021/2022 for the potential extension and sealing of the cross runway.

The height of structures around the aerodrome is controlled by “transitional plane surfaces” which are to protect the flight paths of aircraft using the aerodrome. Those height restrictions apply irrespective of any greater permitted height stipulated in the Tasman Resource Management Plan.

2.2.2 Holiday Parks

The holiday park activity comprises the provision, management and maintenance of four holiday parks at Motueka, Pōhara, Murchison and Collingwood.

2.2.2.1 Motueka Top 10 Holiday Park

Motueka Top 10 Holiday Park occupies 3.0351 hectares and was established in the 1950s. The holiday park is situated at 10 Fearon Street, Motueka and comprises of Part Section 156, Block IV, Motueka, Freehold Certificate of Title NL 38/277 and Leasehold Title 388487. The land is vested in Tasman District Council as a Recreation Reserve under the Reserves Act 1977. The land is leased to BM and AA Holdings Limited with a final lease expiry date of 30 June 2048.

The site is a flat-grassed area with a sealed ring road around the park. The site has a number of protected large trees. The site also houses engineering equipment for the Motueka water supply. There is an assortment of 25 buildings throughout the holiday park, comprised of 20 cabins, 14 motel units, three kitchens, two laundries and five ablution blocks. There are 153 campsites. There is also a three-bedroom manager’s accommodation at the entrance to the holiday park.



Figure 3: Motueka Top 10 Holiday Park

2.2.2.2 Pōhara Top 10 Holiday Park

Pōhara Top 10 Holiday Park occupies 5.2 hectares and was established in the 1950s. The holiday park is situated on a thin slice of coastal flat land, with excellent safe beach access, bounded by Golden Bay to the North and Abel Tasman Drive to the South. The legal description is Lots 7 and 8 of DP 6385, Lots 16-19 of DP 5525, and Lots 1-14 DP 1703, Block VII Waitapu SD.

The land is vested in the Tasman District Council as Recreation Reserve under the Reserves Act 1977. The park also occupies a thin strip of the Abel Tasman Drive road reserve, which is not documented in the lease. The land is leased to BL and DM Clarke Limited with a final lease expiry date of 30 September 2040.

The site is flat-grassed area with a sealed ring road around the park. The site has a coastal rock wall protecting its North-facing beach from erosion. There is an assortment of 34 buildings mainly at the Eastern end of the holiday park, comprised of 22 cabins, five motel units, two kitchens, two laundries and four ablution blocks. There are 231 campsites. There also a three-bedroom manager's accommodation at the entrance to the holiday park.



Figure 4: Pōhara Top 10 Holiday Park

2.2.2.3 Riverside Holiday Park – Murchison

Riverside Holiday Park is situated at 19 Riverview Road Murchison and was established in the 1940s. The holiday park is situated on a total area of 3.19 hectares of Council land plus a further 0.79 hectares of legal road.

The holiday park is located on flat land bounded by the Buller River to the North (with access for swimming and boating) and private land to the South. Access to the camp from the Kawatiri-Murchison Highway (SH6) to the South is via Riverview Road. The site is comprised of three main areas, shown on the image below:



Figure 5: Riverside Holiday Park

To the West of Riverview Road is an area of 1.74 ha vested in the Council as a Recreation Reserve under the Reserves Act 1977. There is no title for this land, but the LINZ parcel ID is 3649282 and legal description is Lot 1 DP 10575. To the East of Riverview Road is an area of approximately 1.48 ha vested in the Council as a Recreation Reserve under the Reserves Act 1977. There is no title for this land, but the LINZ parcel ID is 3615836 and legal description is Part Section 94A Square 170 Block II Tutaki Survey District. The remainder of the site is an area of approximately 0.79 ha of legal road at the end of the formed part of Riverview Road and alongside the Buller River to the North of the main site. The legal road area is not subject to any formal agreement, but the remaining areas are leased to Riverside Holiday Park Murchison Limited with an expiry date of 31 March 2030.

It is the Council's intention to seek to formalise the legal road area under a license to occupy, as part of the process to look at extending the current lease.

The majority of the site is a flat-grassed area, with mature trees and shrubs providing good shade and shelter over much of the site. There is a driveway around the Western portion of the site leading past the cabins to the manager's accommodation and office.

There is an assortment of 36 buildings, most of which lie to the west of Riverview Road, comprised of 26 cabins, two motel units, five kitchens, one laundry, four ablution blocks and one recreation hall. There is also a three-bedroom manager's accommodation at the South Western corner of the site and a small office. In addition, there are 90 campsites (65 powered). The legal road provides riverside access, which includes a boat ramp.

2.2.2.4 Collingwood Holiday Park

Collingwood Holiday Park occupies a total area of approximately 1.29 hectares and is located at the Northern tip of the peninsula between William Street and the sea. Unlike the Council's leased parks, the holiday park is run under a Management Agreement, and the Council is exposed to the full commercial risk of operating the park. The Park is not leased due to its small size and the legal status of parts of the land. The main components of the land are as follows:

- An area vested in the Council as Recreation Reserve, comprising the following titles and legal descriptions: NL72/241 (Part Reserve A 15 Square); NL49/244 (Lot 3 DP 2011 and Lot 4-5 DP 1067); NL66/216 (Part Section 200 District of Tākaka).

- An area vested in the Council as Memorial Reserve, comprising title NL85/181 (Part Section 200 District of Tākaka DP 2953).
- An area that is Council-owned but does not have reserve status. This includes the following titles: 545896 (Lot 2 DP 434854); 545897 (Lot 3 DP 434854); NL5B/443 (Lot 1 DP 9790); NL47/200 (Lot 1 and Lot 3 DP 1067).
- An area to the North and East that was previously Māori land that had been subject to both erosion and accretion over time. This land is not listed in the Torrens Land Transfer System but has Land Information New Zealand (LINZ) identifier number 3611851.
- An area to the extreme east of the site has been subject to accretion only, and was not previously occupied.
- An area of land within the boundaries of the holiday park that is owned by Collingwood Tennis Club. There is a 20-year Access Agreement that commenced in 2014 which allows the Council to use the Northern and Southernmost portions of the Club's land for holiday park access.

The site is a flat-grassed area immediately adjacent to the sea and the Aorere estuary. The camp has a coastal rock wall protecting its North and West facing sides from erosion. There is a graveled access road through the site with a turnaround at the Eastern side.

There is an assortment of 20 buildings across the site, comprised of 12 cabins, two kitchens, one laundry, two ablution blocks, and one three-bedroomed holiday house. In addition, there are 56 campsites (40 powered and 16 unpowered) across the site. There is also a three-bedroom manager's accommodation (with office) close to the entrance to the holiday park.

Figure 6 shows the area of land that is Reserve or Council owned. The remaining land shows the tennis club and the areas that have been subject to erosion and accretion.



Figure 6: Collingwood Holiday Park

2.2.3 Commercial Property

The commercial property activity comprises the provision and maintenance of leased commercial land and buildings, plus investment land for the purposes of strategic investment pending potential future developments.

2.2.3.1 Māpua Wharf

Māpua Wharf is located approximately 11km by road Northwest of Richmond off State Highway 60 at 6 Aranui Road, Māpua. It currently occupies 4047m² being CT NL38/220 and is zoned Commercial. The site has three buildings. Sheds one, two and three, form one building and are occupied by three commercial hospitality tenants and two community leases. Shed four currently has five tenants with a mix of hospitality and retail. Shed five has one commercial hospitality tenant.

An area to the Northeast of the site is currently being improved and will be preserved as a public open space park.



Figure 7: Māpua Wharf

2.2.3.2 Māpua Development Land

The Council own to the South of Aranui Road in Māpua lots that have been created post remedial ground works on several titles. CT 743707, 743710, 743711, 743706, 743708, 743709, 743712, 743713 and 743714. Approximately 1.2 ha is zoned residential and the balance approximately 0.3 Ha is zoned commercial.



Figure 8: Mapua Development Land

2.2.3.3 Queen Street

183 Queen Street in Richmond, Lot 2 DP 392180 and PT SEC 13 of 26 Waimea East District is a 2767m² commercially zoned area. The entire site is leased to a commercial hospitality tenant with the Council having a license to occupy part of the site for car parking. The lease is a 20-year term with a final expiry in 2031.



Figure 9: 183 Queen Street

2.2.3.4 Fittal Street

13 Fittal Street, Lot 2 DP 517238, is a 1668m² site zoned industrial off Beach Road, Richmond. This is currently leased to Brooks Auto Painters and Can Plan for vehicle storage and secure parking. The lease is for a 20-year term with a final expiry in 2038.



Figure 10: 13 Fittal Street

2.2.4 Forestry

Contractors on the Council's behalf who have developed a Forestry Management Plan, covering in detail the activities of Forestry externally manage the Forestry activity. It is intended that this description is a high-level summary only.

Table 4: Summary of Forestry Areas

Forest Name	Total Area (Ha)	Plantation Area (Ha)	Coverage
Borlase	971	727	75%
Eves Valley	29	13	45%
Howard Valley	1074	478	45%
Kingsland	184	62	34%
Moturoa / Rabbit Island	1141	1016	89%
Sherry River	792	386	49%
Tunnickliff	117	99	84%
Total	4308	2781	65%

2.2.4.1 Borlase Forest

Borlase Forest is located approximately 45km Southwest of Richmond. The main access is located off SH6. It occupies a gross area of 971 Ha, of which 727 Ha is plantation forest. The tree crops are principally Radiata Pine, but also include Douglas Fir and Cypress. It was first planted in 1972 and two further blocks added in 1992. There are no structures on the site. The topography of the forestland ranges from flat to strongly rolling with some steep slopes. The forest is well roaded with existing skid sites. Legal tenure is all in freehold ownership.

Borlase Forest has two telecommunication site leases.

2.2.4.2 Eves Valley Forest

Eves Valley Forest is located approximately 45km Southwest of Richmond. The main access is located off SH6. All tree crops are Radiata Pine. It has a total area of 29 Ha, of which 13 Ha is plantation forest. There are no structures on the site, which was secured as a buffer zone for the neighbouring landfill purposes. It is managed within these assets but is principally for support of Council's landfill operations. The topography of the forestland ranges from flat, to strongly rolling with some steep slopes. There is a basic network of four-wheel drive tracks but new roading will be required at the time of harvest. Legal tenure is all in freehold ownership.

2.2.4.3 Howard Forest

Howard Forest is located approximately 110km Southwest of Richmond off SH63. It occupies a gross area of 1074 Ha of which 478 Ha is plantation forest. Tree crops are principally Radiata Pine but also include Douglas Fir and Cypress. It was first planted in 1992. The topography of the forestland ranges from flat to strongly rolling with some steep slopes. The forest has significant forest roads and skid sites to enable harvest activities. The forest also includes a recently constructed bridge to link the forest roads to Howard Valley Road. The property is subject to some joint venture agreements that eventually revert to the Council. Legal tenure is all in freehold ownership.

The Howard has three licenses to occupy. Accessible grass areas of approximately 49 ha are subject to a five year grazing license, approximately 8.4 ha expiring 2026 is planted in Ginseng and there is a Bach that is on a lifetime agreement.

2.2.4.4 Moturoa / Rabbit Island Forest

Moturoa / Rabbit Island Forest is located approximately 11km by road West of Richmond, off State Highway 60. It occupies a gross area of 1141 ha, of which 1061 Ha is plantation forest. All plantings are Radiata Pine. It was first planted in 1921. The land has a Reserve Management Plan (adopted 22 September 2016) and is primarily classified as Local Purpose (Plantation) Reserve with the balance classified Recreation Reserve.

The forest is subject to The Waimea County Council Empowering Act 1979. That directs the Council to apply 10% of the net profit from the sales of forest products and associated activities in each financial year, or such greater proportion of it as it considers necessary, for the purposes of the adequate maintenance and improvement of the reserves on that land for recreational purposes, or for the purposes set out in section 80 of the Reserves Act 1977.

Moturoa / Rabbit Island is shared with Parks and Reserves and incorporates a number of recreational activities including cycle tracks through the plantation area. Nga Haerenga - The New Zealand Cycle Trail, Tasman's Great Taste Trail is a cycle and walkway located within and around the perimeter of the island. The island also houses the Council's bio-solid disposal services from the Nelson Regional Sewerage Business Unit (NRSBU), which is a joint venture between Tasman District Council and Nelson City Council.

The land is flat and well suited to mechanical harvesting. Roads are well established but some gravelling and skid site upgrades may be required at the time of harvest.

2.2.4.5 Kingsland Forest

Kingsland Forest is located off Queen Street, Richmond, and occupies the hills immediately above the town. It consists of several blocks, purchased as follows:

- Waterworks block purchased in 1923 – 72 ha
- Heslop block purchased in 1988 – 54 ha
- Brown block purchased in 1994– 19 ha

The legal tenure is all in freehold ownership. Kingsland has a gross area of 184 ha, of which 62 ha is plantation forest. The close proximity to Richmond makes it a popular walking and cycling location. The Kingsland Forest Plan was developed in 2020, and the Council has decided to retire this forest from pine production. The planted area has reduced by 38 ha due to a recent harvest, and the forest will slowly transition to recreation only as the remaining pine stands are harvested, which is expected to complete around 2038.

The topography of the forestland ranges from flat to strongly rolling with some steep slopes. There are several telecommunications towers on the site, which are subject to land leases. There is a basic network of four-wheel drive tracks, which have recently been upgraded to allow for harvesting activities.

There are currently three telecommunication leases within Kingsland Forest.

2.2.4.6 Sherry River

Sherry River Forest is located approximately 15km Southwest of Tapawera and 60km South of Richmond. It occupies a gross area of 792 ha, of which 386 ha is plantation forest. Tree crops are principally Radiata Pine but also include Macrocarpa. It was first planted in 1982.

The legal tenure is all in freehold ownership. There are two joint venture forestry rights in favour of other parties in this forest. The topography of the forestland ranges from flat, terraced to strongly rolling with some steep slopes. There are no structures on site. There is a basic network of four-wheel drive tracks and upgrading of these tracks and some new roading will be required at the time of harvest.

Situated within Sherry Forest is an area of approximately 4.5 ha operating as a quarry. It is managed by Taylors Contracting and subject to a royalty payment for quarried material.

2.2.4.7 Tunnickliff Forest

Tunnickliff Forest is located approximately 21km South of Richmond. It occupies a gross area of 117 ha, of which 99 ha is plantation forest. Tree crops now are principally Radiata Pine but also include some Douglas Fir. Council first planted it in 1996. The topography of the forestland ranges from flat to strongly rolling with some steep slopes. There are no structures are on the site. The land has an established road network and existing skid sites. The legal tenure is all in freehold ownership.

2.2.5 Ports

The Council owns Port Tarakohe in Golden Bay and some land areas at Port Motueka.

2.2.5.1 Port Tarkohe

Port Tarkohe is the only deep-sea port in Tasman District that can accept vessels of a reasonable size. It lies approximately 10km from Tākaka along Abel Tasman Drive. The Golden Bay Cement Company constructed the Port. The Company ceased operating in the area in 1989 and Tasman District Council became involved, when the Golden Bay community requested assistance to develop and maintain this asset. The Council purchased the rights to operate the Port in June 1994 and now owns the Port. The land is held as a Local Purpose Reserve (harbour works) in record of title NL11C/1211. The Tasman District Council (Tarkohe Harbour Reclamation Validation and Vesting) Act 1995 vested the reclaimed land in the Council as a Local Purpose Reserve.

The Council has developed the Port, by adding a plastic floating marina in 2003, an additional rock finger (inner mole) to the Western rock arm in 2008, and a concrete floating marina in 2017.



Figure 11: Port Tarkohe

The following key assets at Port Tarkohe are detailed below:

2.2.5.1.1 Concrete Wharf

The concrete wharf was constructed in 1977, as part of the Golden Bay Cement Works infrastructure. It is 120m long and 25m wide and is made up of concrete piles, concrete beams, concrete deck, timber kerbs and timber fenders. It has a 250 tonne per square metre rating.

2.2.5.1.2 Timber Wharf

The timber wharf was constructed approximately 80 years ago. All aspects of its construction are now in poor condition and is deemed unsafe for use. It is now currently, unused and was condemned in 2000 - it is fenced off from the public and is scheduled for demolition and removal in 2021.

2.2.5.1.3 Floating Marinas

The concrete floating marina contains 16 berths, and the plastic floating marina contains 41 berths.

2.2.5.1.4 Swing Moorings

The Council has a Resource consent for 80 swing moorings inside the harbour, 21 swing moorings are installed with 11 in the inner harbour on the Western side. A further 10 in the Northeastern corner of the outer harbour arm.

2.2.5.1.5 Light Tower

The steel lattice structure was initially part of the old conveyor system that Golden Bay Cement Company had installed. The tower is now used for flood lighting of the main wharf area.

2.2.5.1.6 Manager's Office

A six-metre times three-metre portable building made from insulated building panel has been permanently located on piles at the Port entrance, beside the weighbridge. It has two rooms, one room is three-metre times one-metre, containing a toilet, shower and basin on the Western end and second is an open office area including a kitchen vanity on the Eastern end. Services are gas hot water, two UV filters for water and power. It also operates as a hub for the weighbridge activities including manual releases for all security gates.

2.2.5.1.7 Weighbridge

A Sensortronic SSLP 502 – 12m x 3m steel deck weighbridge with a calibrated 1 x 40 tonne x 20kg load capacity was installed in 2014. It has six load cells with Eweigh software to shed housing touch screen computer and printers for all freight in and out of the Port. The complete infrastructure includes concrete structures, drainage, washouts, aprons and an automated gate access system.

2.2.5.1.8 Rockwork Protection

The rock protection surrounds the inner and outer moles on all sides and varies in gradient. It estimated that there is approximately 38,000m³ of rock armour with a further 255,000m³ of core material and rubble. The resource consent for the development of the Western inner mole in 2008 included a number of penguin nests to be constructed along its length, a condition volunteered by the Council to reduce the number of penguin fatalities on local roads. These nests consist of a wooden box built into the rock protection, it is hoped that this will encourage the penguins to nest closer to the coast rather than heading inland. It is likely that any further development at the Port will see similar conditions.

2.2.5.1.9 Water Supply

The water source serving the Port is located on land opposite owned by Port Tarkohe Limited. An agreement is in place that allows the Council to take water from the source, which is maintained by this Company. The source consists of a small capacity dam, when water is stored here it overflows the weir and into two silt traps before being piped to the storage tank. Water control and supply will remain an issue for the Council until it sorts its own supply out. Events such as the 2011 floods, which damaged the current water supply, proved control of water for its current and future activities is critical. The water storage tank is also sited on Port Tarkohe Limited land and is capable of storing one weeks supply.

Treatment of the potable water at the marina is by three self-flushing sand filters followed by UV. The treatment facility is located in a shed to the rear of the toilet block. An untreated supply is available for firefighting purposes and for Talleys. The water in the storage tank owned by Talleys is available for use at the marina in the event of an emergency.

The boat club receives water from the same source as the marina and has its own treatment facility in place. In addition, the boat club has a rainwater tank.

2.2.5.1.10 Wastewater

Wastewater from the marina is connected to the Council's reticulated system. A toilet block is available for public use. A shower block exists at the boat club and is available for use by marina users.

2.2.5.1.11 Security

The commercial areas of the Port are protected with security fencing, with pedestrian, weighbridge and other Port access gates controlled by electronic PIN pads. There is also CCTV camera coverage throughout the Port.

2.2.5.1.12 Boat Ramp

The boat ramp is located on the Western arm of the Port. Tasman District Council owns it.

2.2.5.1.13 Boat Storage Compound

A storage compound for approximately 37 boats was constructed in 2009.

2.2.5.1.14 Navigational Aids

The navigational aids were replaced in 2009 and comprise of galvanised towers and solar panels.

2.2.5.1.15 Roading

Access to the Port is off the Abel Tasman Drive. There is unsealed access along the length of both outer and inner moles, although public access is restricted out to the head of the West outer mole.

2.2.5.2 Port Motueka

The Council owns two land parcels at Port Motueka in records of title NL13A/917 and 772411, NL7C/775. These include land leased to the three boat clubs; land leased to Talley's, land leased to McDonald and Brown, land for the Harbourmaster building and land for the Jakkett Island garages. The area totals 4.9 ha in size. The land has several structures, but most of these are tenant improvements. The Council owns a public toilet and the Harbourmaster building only; however, the Harbourmaster building is part of the regulatory section of the Council and is not managed within the commercial portfolio. The legal tenure is all in freehold ownership.

The land at Port Motueka is maintained as a separate activity, under the Motueka Harbour and Coastal Works Reserve Account (MHCWA). The land and other financial assets under MHCWA are held to be used for future improvements to Port Motueka.



Figure 12: Port Motueka

3 Strategic Direction

The Council proposes to continue its current commercial activities.

3.1 Our Goal

The Council aims to undertake commercial and semi-commercial activities that meet user needs, provide a safe and compliant working environment that contribute to the financial sustainability of Council.

3.2 Contribution to Community Outcomes

Table 5 summarises how the commercial activity contributes to the achievement of the Council’s Community Outcomes.

Table 5: Community Outcomes

Community Outcomes	How Commercial Activity Contributes to the Community Outcomes
Our communities are healthy, safe, inclusive and resilient	<p>The Council’s commercial assets provide a healthy and safe environment for users.</p> <p>The Council’s commercial assets are in compliance with health and safety standards.</p> <p>The Council’s aerodromes and ports are resilience assets for communities with limited road access.</p>
Our urban and rural environments are people-friendly, well planned, accessible and sustainably managed	<p>The Council’s commercial activities are managed to provide functional, pleasant and safe environments, to minimise any public health hazards and provide attractive facilities.</p> <p>Future commercial development is managed to minimise negative impacts on the environment, with sustainability as an expectation.</p> <p>The Council’s commercial assets are accessible to the whole community.</p>
Our communities have access to a range of social, cultural, educational and recreational facilities and activities	<p>The Council’s commercial activities provide spaces for social interaction and recreation.</p> <p>The Council’s commercial forests are managed to provide the optimal level of benefit to the overall community, by balancing commercial and recreational use.</p>

Community Outcomes	How Commercial Activity Contributes to the Community Outcomes
<p>Our region is supported by an innovative and sustainable economy</p>	<p>The Council's commercial activities provide an income stream to the Council to reduce its reliance on rates.</p> <p>The Council's commercial activities provide jobs for the local community and helps develop the local economy.</p> <p>The Council's commercial activities involve a range of legacy assets. The activities provide recreational and resilience assets that are managed using commercial disciplines, in order to minimise the burden on ratepayers.</p> <p>The Council's forestry assets provide a sustainable economic resource for the community and a carbon offset for Council activities.</p>
<p>Our infrastructure is efficient, resilient, cost effective and meets current and future needs</p>	<p>The Council's commercial activities provide commercial and recreational facilities to meet the community needs at an affordable level.</p>
<p>Our unique natural environment is healthy, protected and sustainably managed</p>	<p>The Council's commercial forests have gained Forestry Stewardship Council certification to ensure that they are sustainably managed within internationally recognised guidelines.</p> <p>The Council's forests store carbon to reduce the impact of climate change and meet obligations under climate change agreements.</p>
<p>Our communities have opportunities to celebrate and explore their heritage, identity and creativity</p>	<p>The Council's commercial assets include sites that have historical significance and are available for historical reference and exploration.</p> <p>Historic places and iwi interests are respected and protected through planned Council development.</p>
<p>Our Council provides leadership and fosters partnerships including with iwi, fosters a regional perspective, and encourages community engagement</p>	<p>The Council has established various user and advisory groups such as Motueka Aerodrome Advisory Group, Tākaka Aerodrome User Group, and Port Tarohe Advisory Group as a means of engaging with the community on Council's commercial and semi-commercial activities.</p>

3.3 Prioritisation

The Council provides many services on behalf of Tasman's residents and there is often competing demands for Council's investment across and within these services. The Council needs to decide how much, and when, to invest in these services in a way that maintains affordability for customers and ratepayers.

There are multiple factors that affect the priority of individual projects or work streams. These include:

- The need to protect public health and safety
- The need to conserve and enhance the natural environment
- Statutory compliance

- Meeting the needs of tomorrow's population
- Readiness to implement works
- Co-funding opportunities
- Creating functional and attractive public places
- Benefits and risks
- District distribution
- Strategic fit.

The Council has applied the following principles when developing its programme of works:

- To continue to meet its fiscal prudence, sustainability and environmental sustainability obligations.
- To keep the medium to long-term in focus i.e. rather than being overly diverted by the shorter-term recovery from the Covid-19 pandemic.
- To understand the trade-offs or benefits across all of the well-being domains (social, environmental, economic and cultural).
- To capitalise on the economic environment (i.e. enhanced borrowing terms, and increased labour and skills availability).
- To make the most of the enhanced opportunities of Government funding, subsidies and other incentives to advance the community outcomes.
- To right size the Council staffing and operational expenditure.
- The Council's commercial assets will be managed using commercial disciplines and approaches. At the same time, the Council balances that approach within a local government framework that provides for a level of commercial and recreational use.

The Council has taken all of the above into consideration in order to present a programme that is achievable and affordable. Generally, mandatory requirements such as statutory compliance take priority, and discretionary activities have been programmed, second to this. The Council's commercial activities largely fall into discretionary activities, however, where commercial activities effectively fund themselves; the activities are not subject to the same level of prioritisation as other Council activities.

3.4 Financial Strategy

The Financial Strategy outlines the Council's financial vision for the next 10 to 20 years and the impacts on rates, debt, levels of service and investments. It guides the Council's future funding decisions and, along with the Infrastructure Strategy, informs the capital and operational spending for the Long-Term Plan 2021-2031.

Over the next 10 years, forecast rate income increases and debt levels are projected to be very near the Council's limits. The Council has had to work hard to prioritise and plan a work programme, which addresses the most pressing key issues while staying within these limits. This means there is very little scope to add further work to the programme within the next five years.

3.5 Tasman Climate Action Plan

In 2019, the Council adopted the 'Tasman Climate Action Plan' (Action Plan). The Action Plan is the Council's initial response to the urgent need to take action on climate change, to build climate resilience and reduce greenhouse gas emissions.

The Action Plan sets out goals, targets and actions relating to three key themes:

1. Mitigation – how we can reduce greenhouse gas emissions from the Council's activities.
2. Adaptation – ways we can respond to our changing environment, including positive opportunities.
3. Leadership – how we can lead by example, advocate and encourage others to take action.

The following goals are the long-term aspirations of the Council. They represent the first step towards a cohesive package of activities that address climate change issues.

- The Council contributes to New Zealand's efforts to reduce greenhouse gas emissions (including net carbon emissions).
- Tasman District becomes more resilient to the impacts of climate change.
- The Tasman Community is informed of climate change actions and options for response.
- The Council shows clear leadership on climate change issues.

Goals will be measured against targets and achieved by implementing the actions set out in the Action Plan. Targets and actions of direct relevance to this activity are listed below. Several other actions are also relevant (e.g., those relating to information provision and leadership goals) - see the online version of the Action Plan for details: www.tasman.govt.nz/climate-change.

Goals	Targets	Actions (short-term) 2019 - 2021	Actions (medium-term) 2021 - 2024	Actions (long-term) 2024+
1. The Council contributes to New Zealand's efforts to reduce greenhouse gas emissions (including net carbon emissions).	1(a) The Council's emissions* of methane reduce by 10% below 2017 levels by 2030 and 47% by 2050 or earlier. the Council's net emissions* of all other greenhouse	(v) Continue to invest in forest plantations and participate in the Emissions Trading Scheme (ETS) programme. Explore opportunities to plant carbon forests on the Council land (e.g. river berm land).	Continue to invest in forest plantations and carbon forests, and participate in the ETS programme	Continue to invest in forest plantations and carbon forests, and participate in the ETS programme

Goals	Targets	Actions (short-term) 2019 - 2021	Actions (medium-term) 2021 - 2024	Actions (long-term) 2024+
	<p>gases reduce to zero by 2050.</p> <p>*from the Council's own activities.</p> <p>Targets are based on Zero Carbon Bill. If necessary, revise targets once enacted.</p>	(viii) Investigate energy efficient design and renewable energy options for the Council buildings.	Implement energy efficiency and renewable energy generation actions (e.g. hydropower generation for Waimea Community Dam, solar panel installation on the Council buildings etc.).	Monitor technology for improvements to energy efficiency and implement these where feasible.
2. Tasman District becomes more resilient to the impacts of climate change.	2(c) Ecological adaptation to climate change is taken into account when making decisions.	(ii) Investigate options for how the Council can be more agile and responsive to increased biosecurity risks (including shipping biosecurity risks) and pest management requirements, in response to the rapidly changing climate.	Implement new options for biosecurity and pest management.	Implement new options for biosecurity and pest management.

3.6 Strategic Approach

3.6.1.1 Key Issues

Key issues facing the Commercial Enterprises activity overall are:

3.6.1.2 Risk Exposure

The Council manages a diverse range of commercial activities, with multiple compliance and health and safety environments. Some commercial activities are small, and therefore are unable to fund specialist management knowledge. The consequence is that the Council has to manage somewhat higher levels of exposure to financial, legal and health and safety risks.

3.6.1.3 Legacy Assets

The commercial portfolio has several legacy assets, where full commercial returns cannot be achieved. These legacy assets were not acquired for investment purposes and are often subject to restrictions on their disposal. The less than commercial returns is often due to a lack of economies of scale. Port Tarakohe is the main underperforming asset in the portfolio, and the scale of potential improvements is subject to future Government and industry support.

3.6.2 Aerodromes Strategic Approach

Motueka Aerodrome and Tākaka Aerodrome are relatively small operations and do not benefit from economies of scale. It is difficult to manage the income and costs so that these activities do not require some rating support. This applies particularly for Tākaka Aerodrome.

The primary objective for these facilities is to be operated without support from general rates over the medium term. Motueka Aerodrome is now making a small surplus each year, as we have been able to increase revenue in recent years. Tākaka Aerodrome is still making a small deficit each year; however, the small user base means we have limited options to increase revenue.

The key issues for Motueka Aerodrome are:

- Provision of a service that is affordable to users, whilst generating sufficient revenues to fund operating costs and capital renewals.
- The current use of the aerodrome for drag racing events (up to four per year) that have both a safety and environmental affect and can cause localised damage to the runway.
- Maintenance of aerodrome facilities to a standard, which maximises the life and returns from the assets.

The strategic approach to these issues is:

- Regular engagement with stakeholders through the advisory and user groups.
- Limited tenure for the drag racing under strict operating conditions.
- Encouragement of additional hangars, aviation businesses and other development associated with the aerodrome activities in order to widen the income base and improve financial returns.
- Maintenance contracts are held with key service suppliers.
- Condition assessments to be undertaken regularly.
- Consideration of aerodrome user requirements with any development activity.

The key issues for the Tākaka Aerodrome are:

- Relatively high fixed costs and a limited user base.
- Reliance on rates to fund the shortfall in revenue and total costs.
- High depreciation costs due to asset revaluations and legacy infrastructure.
- Safety concerns due to the short unsealed cross-runway.

The strategic approach to these issues is:

- Regular engagement with stakeholders through the user group.
- Focus on cost management, to maintain the asset as cost-efficient as possible.
- Extension and sealing of the cross-runway to reduce safety concerns.

3.6.3 Holiday Park Strategic Approach

The Council has a single ownership model for its holiday parks; it has completed the buyback of all tenant improvements. The Council's preference is to lease the holiday parks to suitably experienced operators.

The key issues for our holiday parks are:

- Provision of a service that is affordable to the users, yet reflects latest industry trends to ensure ongoing demand for facilities.
- Balancing the demand for improvements, with the preservation of reserve land for the community.
- Maintaining the facilities to a standard, which maximises the life and returns of the assets.
- Lack of clarity regarding ownership of accreted land at Collingwood.

The strategic approach to these issues is:

- Regular engagement with the lessees / managers.
- Annually updated 10-year capital programmes. With regular reinvestment in the properties.
- Consideration of additional development where a business case can substantiate further activities in order to improve overall profitability.
- Periodic lease extensions to maintain the value of the leased parks, and encourage ongoing maintenance.
- Lease of Collingwood Holiday Park, once the underlying accreted land issues are resolved.

3.6.4 Commercial Property Strategic Approach

The Council's has a small commercial property portfolio, which includes land acquired for non-commercial reasons, e.g. expansion of the Council offices. The general approach is to manage commercial property as standard commercial investments.

The key issues for commercial property are:

- Maintaining the facilities to a standard, which maximises the life and returns of the assets.
- Underlying poor building condition for some assets, such as 183 Queen Street Richmond.
- Low returns for assets bought for non-commercial reasons, and a reliance on general rates income.

The strategic approach to these issues is:

- Regular engagement with the tenants.
- Renewal/refurbishment of the older Māpua Wharf buildings bringing them up to modern standards.
- Maintenance of 183 Queen Street at a cost-effective level, until the long-term future of the site is agreed.
- Annual capital renewal budgets to allow for unplanned repairs and smaller capital works.
- Consideration of additional development where a business case can substantiate further activities in order to improve overall profitability.

3.6.5 Forestry Strategic Approach

The Council's commercial forests are managed to provide the optimal level of benefit to the overall community, by balancing commercial and recreational use.

The key issues for all forestry are:

- Potential conflicts between commercial production forestry use and recreational use.
- Large variances in export log prices due to global demand issues.
- Uneven age class of trees, with a large proportion of trees maturing at the same time.
- High harvest costs for some areas due to difficult terrain and/or proximity to residential housing.
- Maintaining a critical mass for sustained and regular harvesting programme.
- Managing asset risks and obtaining appropriate insurance.
- Managing operational risks.

The strategic approach to these issues is:

- Use of experienced and well-resourced external forest managers.
- Regular engagement with forest managers and other stakeholders.
- Clear demarcation between forests with regular recreational access and forests with permit access only.
- Management of harvest timings to flatten the peak harvest activity, and spread revenue over a longer period.
- Retirement of forests that have low profitability and high recreational demands.
- Restrictions on recreational use when the fire risk is extremely high.

3.6.6 Port Strategic Approach

Both Port Tarakohe and Port Motueka combine commercial and recreational activities. Port Tarakohe is fully under the Council control, but does not yet have the economies of scale to operate successfully. The Port is a key resilience asset and recreational resource for the Golden Bay community. The underlying strategy is to run the Port as cost-effective as possible, whilst leveraging the expansion of marine farming to improve the overall financial position of the Port. The land at Port Motueka is leased to various parties, including the three private boat clubs that are based in Motueka. The primary strategy for this land, is to generate a suitable return based on the type of activity undertaken on the land and retain these returns for the future development of Port Motueka.

The key issues for our ports are:

- Ongoing financial deficits at Port Tarakohe due to low revenues and high debt.
- Lack of clarity on future mussel volumes due to the expansion of marine farming in Golden Bay.
- Poor underlying infrastructure conditions at Port Tarakohe requiring costly re-investment.
- Potential conflicts between commercial and recreational users.
- Low revenue community leases for the three boat clubs at Port Motueka.
- Lack of boat maintenance facilities in the Tasman region.

The strategic approach to these issues is:

- Regular engagement with stakeholders.
- Continue to seek opportunities for Government and industry funding to improve infrastructure at Port Tarkohe.
- Consideration of additional development where a business case can substantiate further activities in order to improve overall profitability.
- Movement of the boat club leases at Port Motueka from community leases to discounted commercial leases, to reflect the private benefits that the boat club members receive.
- Development of a masterplan for Port Motueka to identify the location of potential boat maintenance facilities.

3.7 Key Changes

There are no material changes to the management of the Council Enterprises activity since the Long Term Plan 2018 – 2028.

4 Key Linkages

4.1 Key Legislation

Table 6: Key Legislation

Legislation	How it Relates to Our Commercial Activity
Local Government Act 1974 and 2002	Provides a framework and powers for local authorities to decide which activities they undertake and the manner in which they will undertake them.
Te Tiriti o Waitangi – Treaty of Waitangi	The Treaty of Waitangi is an agreement between Māori and the Crown. Under Section 4 of the Local Government Act 2002. Local authorities are required to 'recognise and respect the Crown's responsibility to take appropriate account of the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local government decision-making processes'. Further sections of the Act, particularly 77 and 81, detail the scale of requirement for local authorities to seek contributions and involvement from Māori in consultation and decision-making processes.
Health and Safety at Work Act 2015	All commercial assets owned by the Council should be free from hazards and risks as is reasonably practicable for workers and other persons.
Building Act 2014	Sets out the rules for the construction, alteration, demolition and maintenance of new and existing buildings.
Reserves Act 1977	Provides for the physical welfare and enjoyment of the public and for the protection of the natural environment and beauty of areas for recreational activities.
Heritage New Zealand Pouhere Taonga Act 2014	Our commercial assets include several sites that are culturally significant to iwi.
Civil Aviation Act 1990	Primary governance framework for all aviation related activity.
Camping-Grounds Regulations 1985	Prescribes the minimum standards to be provided within camping grounds for a healthy and safe user experience.
Health Amendment Act 1976	Section 120B prescribes minimum standards to be provided within camping grounds for a healthy and safe user experience.
Freedom Camping Act 2011	Regulates freedom camping on land controlled or managed by the Council.
Forests Act 1949	Regulates forestry, promotes and protects sustainable forestry in New Zealand.
Resource Management Act 1991	In some instances where forestry and associated land disturbance activities are specified as controlled or discretionary activities, resource consent must be obtained prior to starting the activities.

Legislation	How it Relates to Our Commercial Activity
Fire and Emergency New Zealand Act 2017	The role of the fire service and volunteers, in relation to fire safety, in the forest plantations.
Pesticides Act 1979	Regulates and controls the use of pesticides, which may be part of the Forestry Management Plan.
Biosecurity Act 1993	To enable the exclusion, eradication and effective management of pests and unwanted organisms in our forests.
Climate Change Response Act 2002	Puts in place a legal framework to enable New Zealand to meet its international obligations under the United Nations Framework Convention on Climate Change and the Kyoto Protocol.
The Climate Change Response (Emissions Trading Reform) Amendment Act 2020	Management of New Zealand Emissions Trading Scheme. The 2020 reforms help New Zealand reach its greenhouse gas emissions reduction targets. Regulations under this Act are expected to be published soon.
Maritime Transport Act 1994	Broad principles of maritime law, which provides the statutory framework for the enforcement of maritime rules.
Public Bodies Leases Act 1969	Provides a framework for leases not covered by the Local Government Act 2002. In particular, this Act covers any leasing of Port Taranaki.
Tasman District Council (Taranaki Harbour Reclamation Validation and Vesting) Act 1995	Validated a reclamation at Taranaki Harbour and vested the reclaimed land in the Council as a local purpose reserve.

4.2 Key Planning, Policies and Strategies

Table 7: Key Planning, Policies and Strategies

Planning, Policy and Strategy	How it Relates to ...
Nelson Tasman Economic Response and Regeneration Action Plan (Project Kokiri)	Regional Economic Development Plan.
Commercial Committee	Provides governance and oversight of the Council's commercial activities.
Risk Management Policy 2017	Provides framework and approach to risk management that follows the Australian/New Zealand Standard ISO 31000:2009 Risk Management – Principles and Guidelines.
Earthquake Prone, Dangerous and Insanitary Buildings Policy	Sets out the Council's policy in regards to Dangerous, Earthquake prone and Insanitary Buildings.

Planning, Policy and Strategy	How it Relates to ...
Motueka Aerodrome Advisory Group	Provides a conduit for users and the community to provide advice/recommendations to the Council.
Motueka Aerodrome Safety and Operations Committee	To proactively secure the aerodrome workplace, as free from hazards and risks as is reasonably practicable for workers and other persons.
Motueka Aerodrome Management Plan October 2017	To coordinate the Aerodrome's use, operations, maintenance and development with the aerodrome users.
Motueka Aerodrome Development Plan September 2017	To enable the Aerodrome to be used for aviation related activities in a manner that minimises the conflict with the local community and amongst operators, whilst servicing the aviation needs of the District.
Tākaka Aerodrome User Group	Provides a conduit for users and the community to provide advice/recommendations to the Council.
Civil Aviation Rules - particularly Part 139	Covers certification, operation and use.
Māpua Waterfront Area Masterplan 2018 - 2028	Strategic direction for the Māpua waterfront and adjacent areas.
Kingsland Forest Park Development Plan 2020	Transition of Kingsland Forest to recreational use.
Holiday Park Financial Strategy 2014	Primary strategy for our holiday parks.
Forestry Management Plan	External professional management of the Council forestry operations.
New Zealand Forest Code of Practice	Sets out guidelines, which ensure safe and efficient forest operations, which meet the requirements of sound and practical environmental management.
Forest Recreational Access Policy 2018	To provide managed access to the Council forests for recreation.
Pakohe Management Plan	Ensure compliance with the Iwi Environmental Management Plan (IEMP) that includes agreed protocols for the management of argillite quarrying activities.
Port Tarakohe Advisory Group	Provides a conduit for users and the community to provide advice / recommendations to the Council.
Maritime and Marine Protection Rules	Contain detailed technical standards and procedures.

4.3 Tasman District Council Bylaws

Table 8: Bylaws

Bylaws	How it Relates to ...
Freedom Camping Bylaw 2017	To encourage travellers and campers to use holiday parks and other accommodation facilities as much as possible.
Tasman's Great Taste Trail Bylaw 2012	The trail both crosses and circuits Moturoa / Rabbit Island.
Navigation Safety Bylaw 2015	The bylaw covers all navigable waterways in the Tasman District and is aimed at ensuring the safety of users on these waterways including rivers and lakes. It sets out safe practices for people using these waterways for water skiing, swimming, boating, kayaking or other water activities safely, by seeking to reduce the conflicts between different activities.

5 Levels of Service

The Levels of Service concept is more suited to the core functions of the Council. The commercial activities primary focus is to contribute to the financial sustainability of the Council, and hence the financial performance of our commercial activities are the key levels of service measurement for the Council Enterprises. These levels of service provide the basis for the life cycle management strategies and works programmes identified in this plan.

Levels of service are attributes that Tasman District Council expects of its assets to deliver the required services to stakeholders.

A key objective of this plan is to clarify and define the levels of service for our commercial activities and then plan our future operations, maintenance, renewal and development works to deliver that service level.

Levels of service can be strategic, tactical, and operational or implementation based. Levels of service often reflect current industry standards and can be based on:

- Customer Research and Expectations: Information gained from stakeholders on expected types and quality of service provided.
- Statutory Requirements: Legislation, regulations, environmental standards and the Council bylaws that affect the way assets are managed (e.g. resource consents, building regulations, health and safety legislation). These requirements set the minimum level of service to be provided.
- Strategic and Corporate Goals: Guidelines for the scope of current and future services offered and manner of service delivery, and define specific levels of service, which the organisation wishes to achieve.
- Best Practices and Standards: Design and construction requirements to meet the levels of service and needs of stakeholders.

As the primary focus of the Council's commercial activity is to contribute to the financial sustainability of the Council, the Council has adopted financial performance measurements as the key levels of service for Council Enterprises.

The detailed Levels of Service are shown in the following section.

5.1 Our Levels of Service

Table 9 summarises the levels of service and performance measures for our commercial activities.

Table 9: Levels of Service and Performance Measures

Levels of service	We will know we are meeting the level of service if..	Current performance	Future performance targets			
			Year 1 target 2021/2022	Year 2 target 2022/2023	Year 3 target 2023/2024	By year 10 2024 - 2031
Commercial assets are managed prudently to provide a financial return for the benefit of the District's ratepayers.	Six separate measures for Forestry, Port Tarakohe, Holiday Parks, Commercial Property, Motueka Aerodrome and Tākaka Aerodrome: Earnings before Interest, Taxes, Depreciation, and Amortisation (EBITDA) for activity compared to Annual Plan.	2019/2020: EBITDA Forestry \$4.0m (+96%) Port Tarakohe \$-54k (-152%) Holiday Parks \$310k (-45%) Commercial Property \$330k (-10%) Motueka Aero \$90k (+122%) Tākaka Aero \$30k (-5%)	2019/2020: EBITDA Forestry \$4.0m Port Tarakohe \$-54,000 Holiday Parks \$310,000 Commercial Property \$330,000 Motueka Aerodrome \$90,000 Tākaka Aerodrome \$30,000	Forestry \$2.22M Port Tarakohe \$224,000 Holiday Parks \$510,000 Commercial Property \$383,000 Motueka Aerodrome \$33,000 Takaka Aerodrome \$51,000	Forestry \$2.7M Port Tarakohe \$253,000 Holiday Parks \$645,000 Commercial Property \$372,000 Motueka Aerodrome \$42,000 Tākaka Aerodrome \$67,000	Forestry \$2.3M Port Tarakohe \$273,000 Holiday Parks \$735,000 Commercial Property \$360,000 Motueka Aerodrome \$42,000 Tākaka Aerodrome \$66,000
Commercial assets are managed prudently to provide a financial return for the benefit of the District's ratepayers.	Percentage of commercial lease and licence relationships, measured by current annual rent value, which are based on an up-to-date lease document and rent amount.	2019/2020: 99%	≥ 95%	≥ 95%	≥ 95%	≥ 95%

6 Our Customers and Stakeholders

The Council engages and consults with iwi partners, customers, and stakeholders to gain an understanding of their needs, expectations and preferences. This enables the Council to provide outcomes, that better meet the community's needs.

6.1 Iwi Partners

Māori are tangata whenua of Aotearoa / New Zealand. They have a long and rich association with Te Taihū o te Waka-a-Māui (Te Taihū) / the Top of the South Island. There are eight iwi that whakapapa and have Statutory Acknowledgements to places within Te Taihū and Tasman District. They are represented by the following post settlement governance entities:

- Ngāti Apa ki te Rā Tō
- Ngāti Koata Trust
- Te Rūnanga o Ngāti Kuia Trust
- Te Rūnanga a Rangitāne O Wairau
- Te Rūnanga o Ngāti Rārua
- Ngāti Tama ki te Waipounamu Trust
- Te Ātiawa o te Waka-a-Māui
- Te Rūnanga o Toa Rangatira

Tasman District also covers the Northern western part of the Ngāi Tahu takiwā (tribal area/territory). Murchison is within the Ngāi Tahu takiwā and Ngāti Waewae are the Papatipu Rūnanga on this Northwestern side.

Each iwi has their own unique history and association with places across Tasman District. These areas are not easily defined and do not match or stay entirely within the boundaries of Tasman District.

The Council expect iwi / Māori to have a strong interest in any development activity connected to our commercial assets.

The Council staff aim to engage with iwi / Māori on matters that are of interest and importance to them. For the above projects, extra care will be taken to consider and apply the principles of the Tiriti o Waitangi / Treaty of Waitangi. The Council acknowledge that it is important to agree to the appropriate level of engagement with iwi / Māori at the outset of a project. This may range from informing through to opportunities for co-governance.

More information about iwi of Te Taihū can be found on the Council's website at <https://www.tasman.govt.nz/my-region/iwi/> and their own websites and social media channels.

6.2 Stakeholders

There are many individuals and organisations that have an interest in the management and operation of the Council's assets and services. The Council has a Significance and Engagement Policy which is designed to guide the expectations of the relationship between the Council and the

Tasman community. The Council has made a promise to seek out opportunities to ensure the communities and people it represents and provides services to have the opportunity to:

- Be fully informed
- Provide reasonable time for those participating to come to a view
- Listen to what they have to say with an open mind
- Acknowledge what we have been told; and
- Inform contributors how their input influenced the decision the Council made or is contemplating.

Engagement or consultation:

- Is about providing more than information or meeting a legal requirement
- Aids decision making
- Is about reaching a common understanding of issues
- Is about the quality of contact not the amount; and
- Is an opportunity for a fully informed community to contribute to decision making.

The key stakeholders the Council consults with about commercial activity are:

- Members of the Council, Commercial Committee, Community Boards, and Advisory Groups;
- Iwi partners
- Users and tenants
- Service providers / suppliers;
- Affected or interested parties (when applying for resource consents)
- Neighbours.

6.3 Consultation

6.3.1 Purpose and Types of Consultation

The Council consults with the public to gain an understanding of customer expectations and preferences. This enables the Council to provide a level of service that better meets the community's needs. The Council's knowledge of customer expectations and preferences is based on:

- Feedback from users and tenants
- Feedback from staff customer contact
- Ongoing staff liaison with community organisations, user groups and individuals
- Public meetings
- Feedback from elected members, advisory groups and working parties;
- Analysis of customer service requests and complaints
- Consultation via the Annual Plan and Long-Term Plan processes.

6.3.2 Consultation Outcomes

The most recent residents' survey, undertaken by the Council, did not cover the Council's commercial activity. The majority of decisions related to our commercial activities are of low significance and public engagement is not appropriate. The main area of public engagement in recent years has been in relation to Port Tarkohe, regarding the application for Government grant funding in 2020 for potential improvements. Unfortunately, the application for grant funding was not successful.

7 Current and Future Demand

The ability to predict future demand for services enables the Council to plan and identify the best way of meeting that demand. That may be through a combination of demand management and also investing in improvements. This section provides an overview of key drivers of demand and what 'demand management' measures the Council has planned to implement.

7.1 Demand Drivers

7.1.1 Aerodromes

The number of aircraft movements at Motueka Aerodrome has been increasing over time, prior to Covid-19, with total movements approaching circa 30,000 per annum. Due to Covid-19, movements have decreased; however, the Council expects them to increase again as economic activity recovers to previous levels. The impact of Covid-19 on global aviation is likely to decrease demand for pilot training globally, which may impact growth of the Motueka Aerodrome.

Demand for new hangars at Motueka Aerodrome has been limited in recent years due to cost considerations. It is expected that demand will increase as the economy recovers and the population of the District continues to increase. The development plan of the aerodrome allocates development areas and specifies the types of buildings, construction requirements and activities, which may be undertaken. The Council does not expect to undertake any building development unless there is a sound business case. All developments will be assessed on a fully commercial basis.

The number of aircraft movements at Tākaka Aerodrome is very low, and demand for hangars is limited.

7.1.2 Holiday Parks

The impact of Covid-19 and the lack of international visitors has fallen unevenly on the Council's holiday parks. Demand in the summer is still high but demand has been impacted outside of school holidays. Our smaller parks at Collingwood and Murchison have found it easier to replace international visitors with domestic tourists, as they are at different stages of maturity and have much lower visitor numbers generally.

Motueka Top 10 Holiday Park and Pōhara TOP 10 Holiday Park are considered close to mature in the growth cycle. Both parks are fully developed and in good condition. Immediate concerns are focused on recovery following Covid-19, but future growth is limited.

Riverside Holiday Park Murchison has improved significantly over the last few years, and has been successful in attracting event related groups. Word-of-mouth and appropriate marketing can achieve further growth.

Collingwood has been upgraded recently to fix significant infrastructure problems. Growth is expected based on word-of-mouth, as the park's reputation recovers, although future growth is limited by the small size of the park.

7.1.3 Commercial Property

The Council has a small portfolio of commercial property; hence, demand is assessed on a case by case basis for each property. Māpua Wharf is extremely popular, and demand for retail and hospitality space is high. Apart from the occasional turnover of one of the very small retail units,

long-term tenants occupy all the other units. The Council's other commercial properties on Queen Street and Fittal Street are leased to long-term tenants. The Council also owns some remediated land at Mapua, within the commercial property activity, which is being held for potential future development or sale. This land is subject to the Mapua Waterfront Area Masterplan 2018-2028, in which the Council decided to land bank the entire remediated land and allow the area to be used for overflow parking and general community use, pending the outcome of the development plan.

The ongoing use of the remediated land is due to be reviewed between 2023 and 2028.

7.1.4 Forestry

The demand for logs is impacted by both global and domestic factors, and export log prices have varied significantly over the last few years. The Council supplies a significant amount of its logs to the domestic market, which has been more stable, but significant risks exist in overall log demand. There is no planned expansion to the Council's forestry estate, but if an opportunity arose and a suitable business case can be developed, then the Council may consider further small investments in forestry, especially if they complement our existing holdings.

7.1.5 Ports

Demand for wharfage and commercial berthage at Port Tarkohe is driven by the marine-related industries that use the Port and the movement of minerals (rock and dolomite). Much of this demand is unpredictable and has varied significantly year-on-year. The expansion of marine farming in Golden Bay is likely to increase the volume of mussels farmed considerably over the long-term plan period. With the lack of suitable infrastructure at Port Tarkohe is a long-term capacity constraint that may lead to mussels being shipped to Nelson instead. The main capacity constraint, is a lack of suitable berths for the additional mussel boats needed to service the expanded marine farms. Additional berths cannot be added easily or cheaply, and any expansion of the Port requires the upgrade of all associated infrastructure.

The estimated potential increases in revenue from the expansion of marine farming are not high enough at this time to justify the considerable costs involved in upgrading the Port.

Both Port Tarkohe and Port Motueka are likely to experience gradual increase in demand for recreational boat users, as the population of the District increases.

8 Lifecycle Management

Lifecycle cost is the total cost to the Council of an asset throughout its life including, creation, operations and maintenance, renewal, and disposal. The Council aims to manage its assets in a way that optimises the balance of these costs. This section summarises how the Council plans to manage each part of the lifecycle for this activity.

8.1 Asset Condition and Performance

The Council needs to understand the current condition of its assets. Monitoring programmes should be tailored to consider how critical the asset is and how quickly it is likely to deteriorate.

8.1.1 Aerodromes

The commercial team and our maintenance contractors undertake regular inspections. The Motueka Aerodrome sealed runway is in good condition, following repairs and remarking in 2019. The Motueka grass runway and taxiways are in good condition. The Tākaka Aerodrome sealed runway was resealed and remarked in 2020 and is in good condition. The Tākaka cross-runway is unsealed and is, in good condition.

8.1.2 Holiday Parks

The Commercial Portfolio Manager for all holiday parks undertakes quarterly inspections. Motueka Top 10 Holiday Park is in very good order and the lessee proactively manages the park. The asset condition is well understood and there have been regular asset renewals over recent years. Pōhara Top 10 is in good order, and the lessee generally proactively manages the park. Some asset renewals have become delayed in recent years and the Council is looking to improve the delivery of its renewal programme. Riverside Holiday Park, Murchison is in good condition after significant investment in recent years. Collingwood Holiday Park is also in good condition after recent infrastructure improvements.

8.1.3 Commercial Property

Significant work has been undertaken at Māpua Wharf to renew/refurbish several of the older buildings in recent years. In general, the buildings are now in good condition; however, there are some individual areas that require improvement. Some of this is budgeted, to be completed in 2021.

The building at 183 Queen Street has some underlying design issues and it is not commercially viable to bring the building up to modern standards. We are currently maintaining the building at a cost-effective level, and will address the condition of the building if there is any change of use or tenancy.

Seismic assessment of key properties was made during 2012, all of which were above minimum requirements.

Condition assessments are made annually when valuations are completed, and structural assessments are arranged if any major issues are identified.

8.1.4 Forestry

Council receives quarterly reports from PF Olsen Limited, highlighting any issues with the forests, along with market updates. Site visits to every forest occurs at least annually, by the Commercial Portfolio Manager.

8.1.5 Ports

MWH New Zealand Ltd carried out a condition assessment on the structural assets of Port Taranaki in 2009 at low tide to enable a proper visual inspection of the wharf structures. The main heavy-duty concrete wharf was inspected at low tide by a combination of walking along the rock revetment under part of the wharf, and the remainder of the wharf inspected using a boat. The old timber wharf dating from approximately 1920 had only a very brief visual inspection, as this structure is no longer used and is programmed to be demolished in 2021. There has not been any formal update on this inspection since. A number of corrective actions have progressively occurred to the asset and those comments are added under each section below.

8.1.5.1 Heavy Duty Concrete Wharf

The 120m long and 18m wide concrete wharf was constructed in 1977 as part of the Golden Bay Cement Works infrastructure. Based on the visual inspection of the wharf it appears the wharf is constructed as follows:

- There are transverse beams located at six metres, which centers along the wharf, with each beam measuring 1,000mm wide and 800mm deep. The concrete beams are generally in good condition. There are four 500mm square piles under each beam and every alternate beam has two additional inclined piles attached. The piles are in reasonable condition, however, there is spalling or cracking of the concrete at the top of a number of these piles.
- The deck of the wharf was measured to be approximately 450 – 500 mm thick, with the Port Manager indicating that he thought that this thickness was made up of a precast concrete panel with a polystyrene layer placed above, and then a concrete running surface laid on top of that. This however, cannot be verified, as no as-built drawings of the wharf have been found. The underside of the concrete deck is in good condition except for a few of the deeper pre-cast panels that have been used at each edge of the wharf. The ends of these deeper units are showing some signs of spalling and corrosion of the reinforcing. There is some abrasion occurring to the top surface of the wharf.
- There is an 800mm deep edge beam on the landward side of the wharf that supports the fill material that has been placed behind that edge of the wharf.
- The wharf is in a highly corrosive environment and there is likely to be a build-up of chloride ions on the underside of the wharf. This is due to the underside of the wharf being constantly exposed to the salty environment, but never getting any exposure to the rain to wash it off.
- Around the outside perimeter of the wharf, there is a timber fender system which is independent of the wharf and is supported by large diameter timber piles driven into the seabed. The timber fendering system is assessed to be in an average condition. There has been some damage caused by the mooring of ships and during the loading and unloading of heavy materials.

8.1.5.2 Old Timber Wharf

The old timber wharf is believed to be 88 years old. This wharf was condemned in 2009 and is fenced off from the public. The Council is proposing to demolish the wharf in 2021.

8.2 Operations and Maintenance

Council staff and the Council agents as required, with input from users and tenants via several user groups manage the Council's commercial assets. The Commercial Committee has oversight over commercial activities as a whole and reports to the Full Council. Reports and recommendations are made to the Commercial Committee and then considered by Council, if they require further approval.

Commercial activities are managed as a part of the Property Services Department. The Property Services Manager is responsible for the overall management and is the official Airport Operator for both Motueka and Tākaka Aerodromes. Day-to-day management of all commercial activities is delegated to the Commercial Portfolio Manager and the commercial team.

All operation and maintenance of the forestry is currently under contract to PF Olsen Limited, who arrange for all planting, silviculture and harvesting. This includes land management and weed control work as required.

The only commercial asset with dedicated staff is Port Tarakohe, and the Port Manager and part-time Port Assistant manage the day-to-day operations and maintenance of the Port.

8.2.1 Maintenance Strategy

The Council's strategy is to maintain commercial assets at a level that maximises the overall profitability of the assets, subject to a minimum maintenance standard. Where possible, the full maintenance cost of commercial assets is recovered from fees and charges from users of the facilities and / or rental income from tenants. For forestry assets, the full maintenance costs are funded from ongoing harvest activities, but if no harvest activities are expected, then the costs would be funded from existing reserves. For holiday park assets, the regular annual maintenance cost of all facilities is the responsibility of the lessees, however asset renewals are the responsibility of the Council.

8.2.2 Maintenance Activities

Where the Council is responsible for repairs and maintenance, the Council's approved contractors generally undertake this. The level of maintenance work for commercial assets is relatively small, and is generally procured on an ad hoc basis. Some regular maintenance, such as the mowing of the aerodromes, is based on an agreed monthly or annual fee.

Large project work, such as major asset renewals or development, are undertaken using a range of contractors to suit the particular project. Competitive quotes or tenders are required to obtain the best price.

The Port Manager and Port Assistant perform basic repairs and maintenance activities at Port Tarakohe. This includes cleaning, gardening, replacement of water filters, and basic maintenance of the port assets, such as the marinas. The plastic marinas require regular replacement parts and cleaning to remove shellfish and other pests. Specialist port equipment, such as the weighbridge, navigational aids and moorings, are serviced on a periodic basis. The weighbridge and related software are subject to an annual maintenance contract.

8.2.3 Maintenance Standards

Maintenance standards vary between different assets. Some assets are maintained to a lesser degree, to reflect the age, condition, useful life, and financial performance of the assets. Buildings are maintained to the minimum standard required for the occupiers use, and to ensure that the building is safe and compliant. Port Tarakohe is maintained at a minimum level only to ensure that the Port is safe, due to ongoing financial deficits. Key aerodrome assets, such as the sealed runways, grass runways, taxiways, painted markings and navigational aids are maintained in accordance with best practice.

8.2.4 Deferred Maintenance

Deferred maintenance is:

- The shortfall in rehabilitation or refurbishment work required to maintain the service potential of the asset, or
- Maintenance and renewal work that was not performed when it should have been, or when it was scheduled to be, and which has therefore been put off or delayed for a future period.

Some maintenance of commercial assets has been deferred in recent years. This work has been deferred due to funding restrictions and workload issues.

8.3 Asset Renewal/Replacement

Renewal expenditure is major work that does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Funding of work over and above restoring an asset to its original capacity is considered 'new capital works expenditure'.

8.3.1 Renewal Strategy

Assets are considered for renewal when:

- They near the end of their effective useful life
- The cost of maintenance becomes uneconomical and the whole-of-life costs are less to renew the asset than keep up maintenance
- The risk of failure of assets is unacceptable.

Many of the Council's commercial assets are comprised of multiple small buildings and facilities. In order to manage relatively small renewal projects, a regular annual capital renewal budget is set to cover both planned and unplanned renewals.

A renewal programme for major renewal projects is then developed as follows:

- Taking into account asset age and remaining life predictions, but also calculating when the remaining life expires and converting that into a programme of replacements, based on valuation replacement costs.
- Reviewing and justifying the renewals forecasts using the accumulated knowledge and experience of asset operations and asset management staff. This incorporates the knowledge gained from tracking asset failures and performance through the asset management system.

The renewal programme is reviewed in detail during each Activity Management Plan (AMP) update (i.e. three yearly), and every year the annual renewal programme is reviewed and planned with the input of our users, tenants and maintenance contractors.

The Council proposes to maintain the existing commercial assets to meet the existing needs of users and tenants.

A summary of the asset renewal budgets is shown below:

Table 10: Commercial Asset Renewal

	Project Summary	Expenditure ¹			
		2021/22	2022/2023	2023/2024	2024-2031
Aerodromes	Motueka Capital Renewals				\$300,000
Holiday Parks	Murchison Capital Renewals	\$10,000	\$10,000	\$10,000	\$70,000
	Motueka Capital Renewals	\$100,000	\$100,000	\$100,000	\$700,000
	Pōhara Capital Renewals	\$100,000	\$100,000	\$100,000	\$700,000
	Collingwood Capital Renewals	\$5,000	\$5,000	\$5,000	\$35,000
	Collingwood Rock Wall Renewals				\$40,000
Ports	Tarakohe Capital Renewals			\$1,000,000	\$2,000,000
Commercial Property	Māpua Wharf Capital Renewals	\$50,000	\$50,000	\$50,000	\$350,000

¹ Figures not adjusted for Consumer Price Index (CPI)

8.3.2 Motueka Aerodrome Capital Renewals

The Motueka Aerodrome Capital Renewals budget of \$300,000 in 2025/2026 is a provision to allow for the potential reseal of the main runway and other capital renewals. In the previous Activity Management Plan, the main runway was planned to be resealed in 2022/2023, however, the main runway was recently repaired and should remain in good condition for the next five years. We will monitor the durability of the runway repair over the next three years, and potentially adjust the timing of the reseal again in the next Activity Management Plan.

8.3.3 Port Tarakohe Capital Renewals

The Port Tarakohe Capital Renewals budget is a provision to allow for the replacement of the plastic floating marina and other capital renewals. The full renewal plan for Port Tarakohe is still under discussion; however, the plastic floating marina is nearing the end of its useful life.

8.4 Asset Development

New capital expenditure is used to create new assets, expand or upgrade existing assets, or increase the capacity of existing assets beyond their original design capacity or service potential. A summary of the asset renewal budgets is shown below:

Table 11: Commercial Asset Development

	Project Summary	Expenditure ¹			
		2021/22	2022/2023	2023/2024	2024-2031
Aerodromes	Tākaka Cross Runway Extension	\$250,000			
Ports	Motueka Boat Maintenance Facilities				\$500,000

¹ Figures not adjusted for Consumer Price Index (CPI)

8.4.1 Tākaka Cross Runway Extension

Tākaka is often subject to strong crosswinds across the main runway. The Aerodrome has a smaller cross-runway for use when these crosswinds are too strong. The cross-runway is shorter and unsealed, and both these factors contribute to lower safety levels, compared to using the main runway in equivalent conditions.

A flight in 2019, had difficulties taking off from the cross runway, hitting the perimeter fence before finally getting clear of nearby trees. The Aerodrome is not widely used; however, it is a key resilience asset for the Golden Bay community. As a result, the Council is proposing to extend and seal the cross-runway. This is not a commercially driven initiative and is primarily for safety reasons.

8.4.2 Motueka Boat Maintenance Facilities

There are no fully compliant boat maintenance facilities in the Tasman region, and the facilities at Port Nelson are subject to capacity issues. As marine-related activity in the region is expected to grow, the demand for boat maintenance facilities is likely to increase. The provision of compliant boat maintenance facilities will help to deter non-compliant maintenance activities, and improve environmental protection in the coastal areas of the district.

The Council has identified Port Motueka as a potential location for some small boat maintenance facilities in the region. The size and scope of these facilities has not yet been determined. The Council is planning to complete a masterplan of Port Motueka in 2022, to help determine the scale of facilities that may be developed. A provision of \$500,000 has been included in the long-term plan in 2025 – 2026, to allow for potential funding of these facilities from the Motueka Harbour and Coastal Works Reserve Account. It is expected that other sources of funding will be required.

8.5 Asset Disposal

8.5.1 Asset Disposal Strategy

The Council does not have a formal strategy on asset disposals, and as such, it will treat each asset individually on a case-by-case basis when it reaches a state that disposal needs to be considered.

8.5.2 Forecast Asset Disposal

There are currently no plans to dispose of any existing commercial assets during the term of this Activity Management Plan.

9 Financials

The Council has planned a prudent financial approach to managing its assets and services. This section provides a summary of the total value of the activity and the investment that the Council has planned to make over the next 10 years.

9.1 Funding Policy, Fees and Charges

Commercial activity is currently funded through a mixture of the following sources:

Table 12: Operating Funding Sources

	General Rates	Targeted Rates	User Fees and Charges	Licences and Leases	Forestry Harvesting	Sundry Income
Aerodromes	✓		✓	✓		✓
Holiday Parks			✓	✓		✓
Forestry				✓	✓	✓
Ports			✓	✓		✓
Commercial Property	✓			✓		✓

The ultimate objective for all commercial facilities is to operate without funding support from rates and to provide a sustainable financial return for the Council. Tākaka Aerodrome is partially funded from general rates as the user base is very small, but the amount of rates funding is small. Some commercial property that was bought for non-commercial reasons, is also partially funded from general rates, as the rental income generated from these assets is not sufficient enough to cover the associated loan repayments. Port Tarkohe is loss making, but currently not supported from rates. The annual deficit of the port is being carried forward, and the port is effectively supported via internal loans.

Major capital projects are generally loan funded, unless there is a sufficient operating surplus brought forward that is available to fund the projects. When loans are made, the loan is taken for a fixed period, usually 20 years with a fixed annual principal repayment as a capital expense on the account, and interest payments as an operating expense. For the purpose of the financial forecasts, all capital expenditure is assumed loan funded.

Commercial activities may dispose of low performing assets and purchase additional assets that produce a better return to improve the consolidated financial performance of the portfolio. No disposals of existing assets, or purchases of new assets, are currently expected.

9.1.1 Project Drivers

All expenditure must be allocated against at least one of the following project drivers.

- Operation and Maintenance: operational activities that do not involve the renewal or upgrade of assets, or work that is necessary in order to provide ongoing services at the agreed levels.
- Renewals: significant work that restores or replaces an existing asset towards its original size, condition or capacity.

- Increase Level of Service: works to create a new asset, or to upgrade or improve an existing asset, beyond its original capacity or performance.
- Growth: works to create a new asset, or to upgrade or improve an existing asset, beyond its original capacity or performance to provide for the anticipated demands of future growth.

This is necessary for two reasons as follows.

- Schedule 13(1) (a) and section 106 of the Local Government Act, require the Council to identify the total costs it expects to have to meet relating to increased demand resulting from growth when intending to introduce a Development Contributions Policy.
- Schedule 10(2)(1)(d)(i)-(iv) of the Local Government Act, requires the Council to identify the estimated costs of the provision of additional capacity and the division of these costs between changes to demand for, or consumption of, the service, and changes to service provision levels and standards.

All new works have been assessed against these project drivers. Some projects may be driven by a combination of these factors and an assessment has been made of the proportion attributed to each driver.

9.2 Asset Valuation and Depreciation

The Local Government Act 1974 and subsequent amendments contain a general requirement for local authorities to comply with Generally Accepted Accounting Principles.

The Council requires its infrastructure asset register and valuation to be updated in accordance with Financial Reporting Standards and the Activity Management Plan improvement plan.

The valuations summarised below have been completed, in accordance with the following standards:

- NAMS Group Infrastructure Asset Valuation Guidelines – Edition 2.0.
- Public Benefit Entity (PBE) International Public Sector Accounting Standards (IPSAS) New Zealand International Public Sector Accounting Standard 17; Property, Plant and Equipment (PBE IPSAS 17) and PBE IPSAS 21 (Impairment of Non Cash Generating Assets)

Investment properties are revalued annually. Other key assets are revalued every three years, however, not all assets are valued on the same cycle. The Council holds historic asset valuation reports.

9.2.1 Asset Data

The information for valuing the assets was obtained from the Council's commercial asset registers.

9.2.2 Asset Lives

Economic lives and residual lives have been defined for all assets. The basis is outlined in 13 below:

Table 13: Data Confidence

Asset Description	Confidence	Comments
Aerodromes (1)	B - Reliable	The asset registers provide all the physical assets.
Holiday Parks (1)	B - Reliable	The asset registers provide all the physical assets.
Commercial Property (2)	B - Reliable	The asset registers provide all the physical assets.
Forestry Assets (3)	B - Reliable	Inventory records and site plans are maintained for all forestry.
Ports (1)	B - Reliable	The asset registers provide all the physical assets.

- (1) Based on NZ Infrastructure Asset Valuation and Depreciation Guidelines (NZIAVDG) – Edition 2, Table 4.3.1: Data confidence grading system. The Base Useful Lives for each asset type as published in the NZIAVDG Manual were used as a guideline for the lives of the assets in the valuation. Generally, lives are taken as from the mid-range of the typical lives indicated in the Valuation Manual where no better information is available. Lives used in the valuation are presented in Table 14 below.
- (2) Investment properties are valued annually and not depreciated.
- (3) Based on New Zealand Institute of Forestry Forest Valuation Standards and NZ IAS 41 and Public Benefit Entity (PBE) International Public Sector Accounting Standards (IPSAS) 27, the New Zealand equivalent to International Accounting Standard 41 Agriculture, which applies to the valuation of tree crops. Forestry assets are valued annually and not depreciated.

As structures near the end of their theoretical lives, minimum residual lives have been adopted to reflect the remaining base value still existing prior to any renovation or upgrading. Lives used in the valuation are presented in Table 14 below.

Table 14: Asset Lives

Assets	Life (years)	Minimum Remaining Life (years)
Land	-	Not depreciated
Buildings (including fit out)	10 - 100	Various
Roads	4 - 80	Various
Other plant and equipment	5 - 10	Various

9.2.3 Asset Valuation

The current valuation information is based on either individual property valuation, valuations on specific assets or a generic valuation. Asset value dates vary as do the types of valuation used based on the nature of each asset. The value as at 30 June 2020, applying to each group of assets is summarised below.

Table 15: Asset Valuation

Asset	Current Valuation Method	Asset Value as at 30 June 2020
Aerodromes	Rating Valuation	\$4,075,820
Holiday Parks	Rating Valuation	\$11,855,153
Commercial Property	Rating or Market Valuation	\$5,350,000
Forestry Assets	Market Valuation	\$47,058,000
Forestry Land	Rating Valuation	\$12,575,000
Port Motueka	Rating Valuation	\$2,108,000
Port Taranaki	Market Valuation	\$6,816,057

9.2.4 Depreciation

Depreciation of assets, that are not re-valued annually, is charged over their useful life. Depreciation is provided on a straight line basis on some infrastructural assets at rates which will write off the cost (or valuation) of the assets to their estimated residual values, over their remaining useful lives.

9.3 Financial Summary

The Council has planned a prudent financial approach to managing its assets and services. This section provides a summary of operating expenditure and income, plus capital expenditure that is planned over the next 10 years.

9.3.1 Total Expenditure

Total expenditure is shown in Figure 13, and includes Operating Expenditure (Opex) and Capital Expenditure (Capex). Depreciation is not included.

Expenditure varies annually, due to the timing of harvest activity within our forestry assets. Planned harvesting is higher in the first three years of the Long Term Plan (LTP), as we have a large number of trees that are close to maturity.

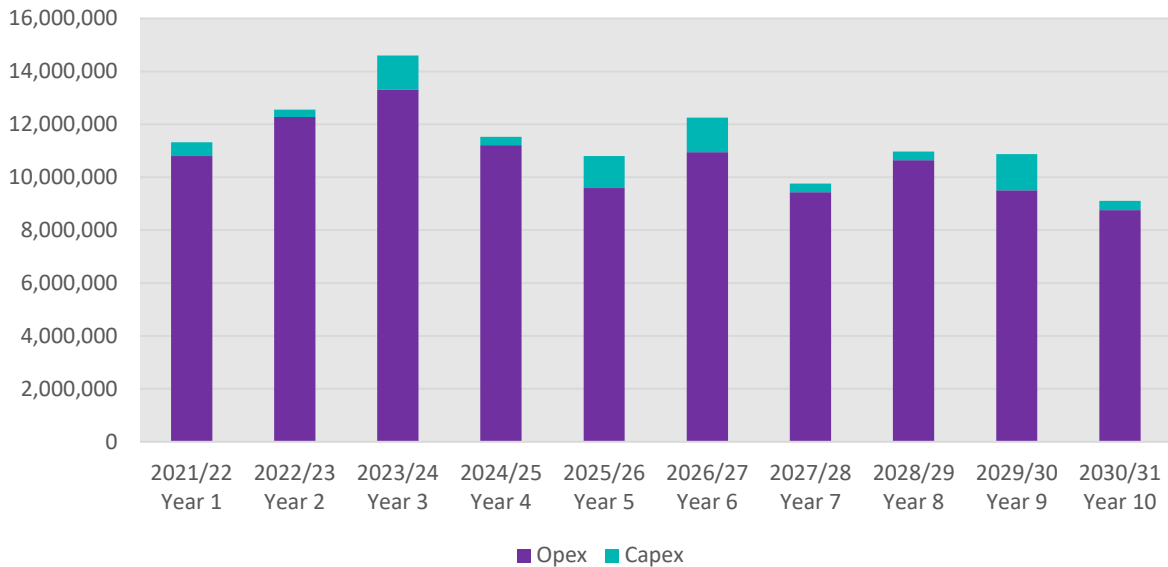


Figure 13: Total Expenditure Years 1 to 10 Including Inflation (Excludes Depreciation)

9.3.2 Total Income

Total income is shown on Figure 14.

Total income follows a similar trend to total expenditure and varies annually due to forestry harvest activity.

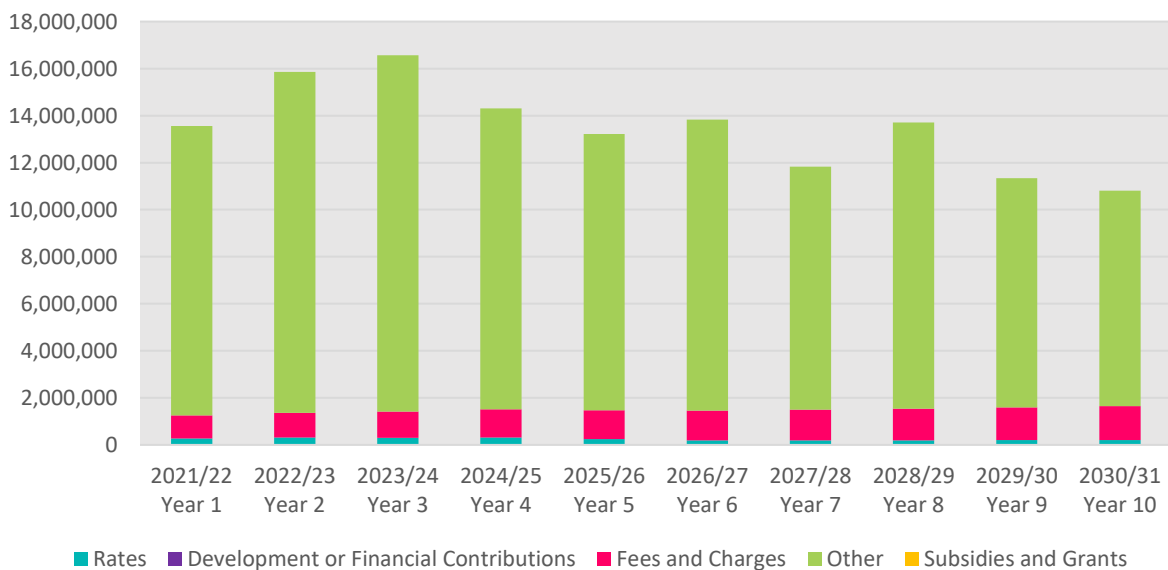


Figure 14: Total Income Year 1 to 10 Including Inflation

9.3.3 Total Operating Expenditure

Total operating expenditure is shown in Figure 15, and provides a split between Direct Opex and Indirect Opex. Depreciation is not included.

Direct Opex is incurred directly by the activity. Indirect Opex is incurred by the Council as a whole, and then allocated to the activity. Indirect Opex includes staff costs, overhead allocations, and interest costs.

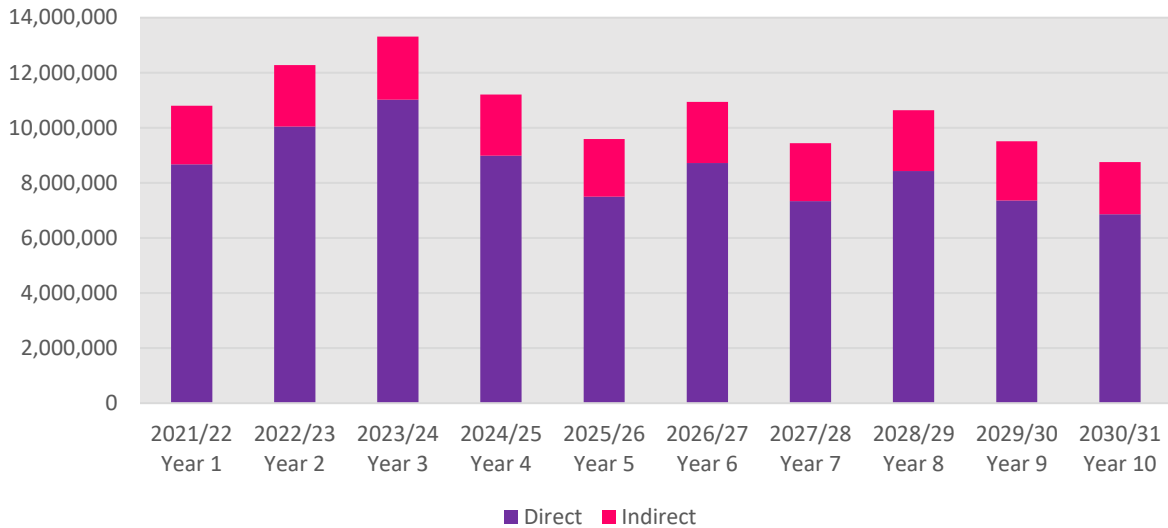


Figure 15: Total Operating Expenditure Year 1 to 10 Including Inflation (Excludes Depreciation)

9.3.4 Total Capital Expenditure

Total capital expenditure is shown in Figure 16, and provides a split between Renewal Capex, Levels of Service (LOS) Capex and Growth Capex. The split is based on the different project drivers as explained in section 9.1.1.

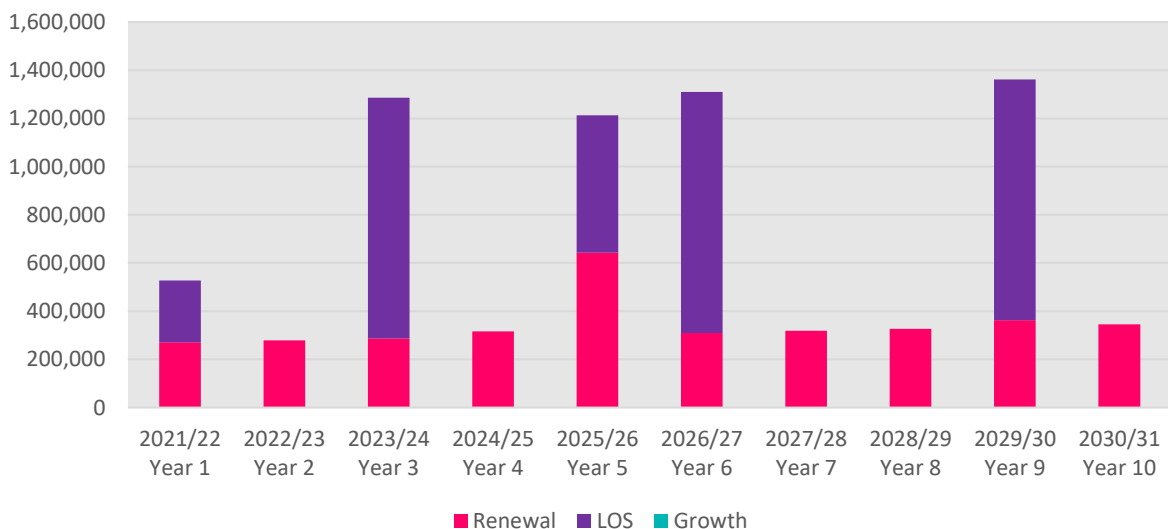


Figure 16: Total Capital Expenditure Year 1 to 10 Including Inflation

9.3.5 EBITDA

Earnings before Interest, Tax, Depreciation and Amortisation (EBITDA) is shown in Figure 17. EBITDA is the key financial performance measurement for the Council Enterprises, as it excludes the impact of funding decisions and the revaluation of assets.

Funding decisions are impacted by the contributions that the Council Enterprises makes to other Council activities. For example, the use of surpluses made by the Council's commercial activities to help fund the Waimea Community Dam, reduces the surpluses that are available to fund new commercial assets. EBITDA helps to show the true underlying financial performance of the Council's commercial assets.

The revaluation of assets increases depreciation, which subsequently reduces overall profitability. As EBITDA excludes depreciation, it is not distorted by asset revaluations.

EBITDA for Council Enterprises varies annually due to forestry harvest activity.

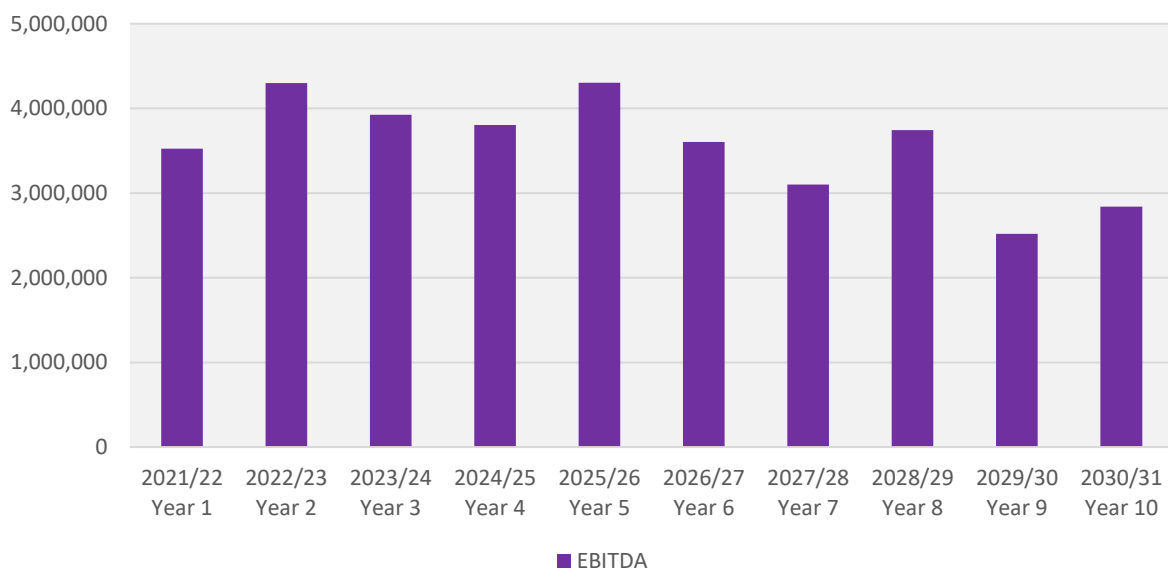


Figure 17: EBITDA Year 1 to 10 Including Inflation

9.3.6 Net Surplus

Net Surplus is the net profitability measurement after accounting for depreciation and interest payable and is shown in Figure 18.

Net Surplus is shown before any contributions to other Council activities, and before any asset revaluations.

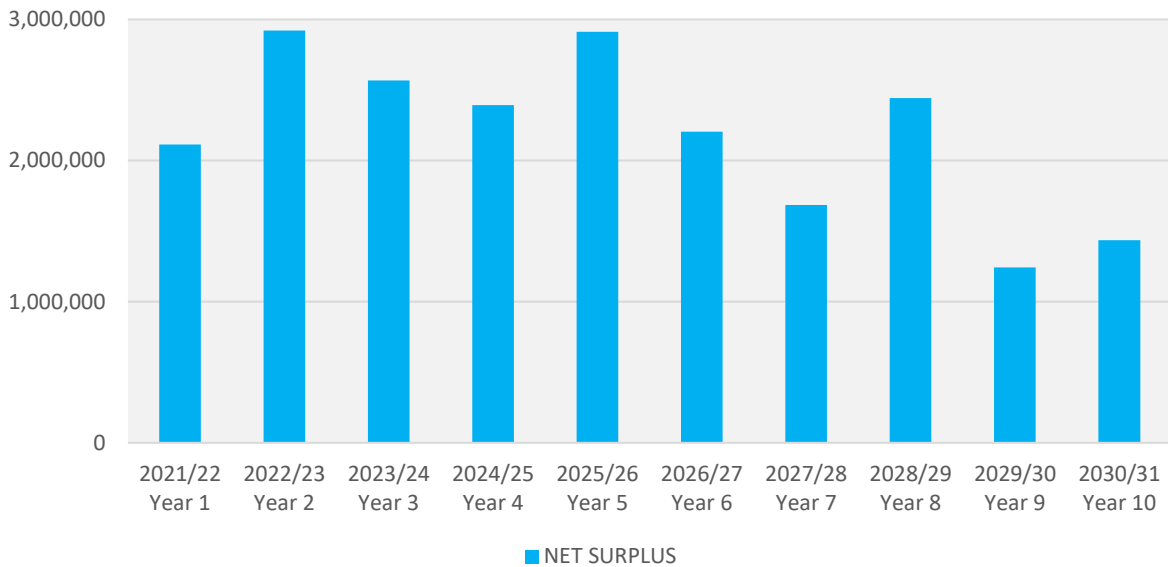


Figure 18: Net Surplus Year 1 to 10 Including Inflation

9.4 Detailed Financials

Detailed budgets for Council Enterprises are included in Appendix A. These figures are shown uninflated.

9.4.1 Detailed Operating Budgets

The detailed operating budgets show the estimated operating costs of the Council’s commercial activity at each account level. The budgets show Direct Opex only. These costs are managed by the Activity Budget Manager, which for Council Enterprises, is the Commercial Portfolio Manager.

The detailed operating budgets also estimate the Direct Opex costs for 2031-41 and 2041-2051.

9.4.2 Detailed Capital Budgets

The detailed capital budgets show the estimated capital costs of the Council’s commercial activity at each account level.

The detailed capital budgets also estimate the Capex costs for 2031-41 and 2041-2051.

10 Sustainability

Sustainability means that we effectively balance the needs of present and future communities. From an asset management perspective, sustainability is critical, as many assets have a long lifespan and must be ‘future-proofed’. The Council has a responsibility to manage this activity in way that supports the environmental, social, cultural and economic well-being of current and future generations. This section focuses on social, cultural and environmental sustainability.

10.1 Negative Effects

The significant negative effects are listed below in Table 16.

Table 16: Negative Effects

Effect	Council’s Mitigation Measure
The development of Māpua Wharf impacts the local community due to increased pedestrian and vehicle traffic, with associated parking issues.	The Council has developed the Māpua Waterfront Plan after consulting with the community. The community is involved in overseeing future development activity.
Noise from our aerodromes, and some of our port users, can have negative impacts on some members of the community.	<p>The Council restricts the hours of operation of the aerodromes to daylight hours only and enforces noise restrictions at the aerodrome as per its RMA consent requirements.</p> <p>Port Tarakohe has limited noise issues, due to the location of the Port, but there are issues with noise from users of the Port when travelling within Golden Bay. The Council is actively encouraging the engagement of the users with the local community to manage noise issues.</p> <p>The Council’s aerodromes and ports have been in the current locations for many years. Residents considering moving close to these assets should expect to experience noise and should therefore consider these factors in their decision making.</p>
Recreational access to some of our commercial forests is restricted, and areas are closed during harvest operations and in high fire risk circumstances.	The Council attempts to minimise the temporary closure of forests. Wherever possible, areas are closed in stages to ensure some access is available.
Harvest operations in certain areas increases the risk of sediment and storm water issues.	The Council’s follows best industry practice to minimise the environmental impact of harvesting activity. The majority of the Council’s forests are not high risk for these factors. Where concerns have been higher, such as in Kingsland, the Council has decided to retire these areas from commercial forestry.

10.2 Positive Effects

The significant positive effects are listed below in Table 17.

Table 17: Positive Effects

Effect	Description
Economic development.	<p>Provision and maintenance of the Council's commercial assets allows for the development of commercial businesses, therefore contributing to economic growth and prosperity in regions.</p> <p>The Council's management of the commercial activity using industry best practice, commercial imperatives and competitive tendering, which aims to provide the economic efficiency (i.e. best value for money) for the ratepayers.</p>
Community value.	<p>The provision and maintenance of commercial assets is of community value as they contribute to tourism, recreation, education and business within the communities.</p>
Environmental sustainability.	<p>The Council aims to achieve environmental sustainability whilst managing the aerodromes activity.</p>

10.3 Environmental Management

10.3.1 Resource Consents

The statutory framework defining what activities require resource consent is the Resource Management Act (RMA) 1991. The RMA is administered locally by the Tasman District Council, as a unitary authority, through the Tasman Resource Management Plan.

Most of the resource consents issued that relate to the Council Enterprises, are straightforward land use consents related to development activity. The key other consents are shown in Table 18.

Table 18: Key Resource Consents

Consent	Applicant	Location	Type of Consent	Use	Effective Date	Expiry Date
970235	Tasman District Council	Motueka Aerodrome	Subdivision	Two lot subdivision	10/12/1997	N/A
110062	Tasman District Council	Floating pontoon at Māpua Wharf	Coastal disturbance	Installation, operation and maintenance of wharf pontoon structures over waterway within Coastal Marine Area.	06/12/11	14/11/46
110063	Tasman District Council	Floating pontoon at Māpua Wharf	Coastal disturbance	Disturbance for structures and piles in the Coastal Marine Area	06/12/11	14/11/46
NN980317	TM and VM Fox (Smokehouse Cafe)	6 Aranui Road Māpua	Coastal occupation/ structure	Occupy seabed by placement of ten marine treated piles for extension of cafe	30/04/99	31/12/30
930370	Tasman District Council	683 Howard Valley Road	Subdivision - controlled	Subdivision to create a 43ha farm lot and a 99ha forestry block	15/12/93	N/A
940534	Tasman District Council	6 Ken Beck Drive Appleby	Land use – noncomplying	Use Rabbit island for bio-solid disposal	23/08/96	N/A
NN940379 (plus V3)	Tasman District Council	6 Ken Beck Drive Appleby	Discharge - land	Discharge bio solids to forestry after treatment and pumping from Bells Island sewerage ponds	05/05/03 (varied 03/09/07)	08/11/20
080877	Tasman District Council	Slippery Road, Tadmor	Subdivision - controlled	Subdivide three existing titles into two new allotments	31/05/95	N/A

Consent	Applicant	Location	Type of Consent	Use	Effective Date	Expiry Date
NN970215 (plus NN970216, NN970217)	Tasman District Council	Port Tarohe	Coastal disturbance, occupation and discharge	Establishment of breakwater, removal of structures, deepening of the inner basin, new jetties and moorings, discharge of storm water	14/08/00	11/08/35
020130 (plus V1)	Nelson Petroleum Distributors	Port Tarohe	Land use – hazardous facilities	Establish an unmanned marine fuel facility	08/04/02	08/04/22
080640	Tasman District Council	Port Tarohe	Coastal permit for reclamation	Extension to inner west breakwater	12/08/08	12/08/43
080709	Tasman District Council	Port Tarohe	Coastal disturbance and occupation	Erosion protection	12/08/08	12/08/43
120656 (plus 120657)	Pōhara Boat Club	Port Tarohe	Coastal occupation and structure	Construct a boat ramp in the coastal marine area	30/10/12	30/10/47
170454 (plus 170455, 170456)	Tasman District Council	Port Tarohe	Coastal disturbance and occupation	Removal of a fixed jetty, derelict wharf and construction of a new floating jetty	04/07/17	04/07/22 04/07/52 for new jetty
170949 (plus 170947, 170948, 170950)	NPD Limited	Port Tarohe	Land use – hazardous facilities	Establish and operate a 24-hour self-service fuel facility	14/11/17	14/11/52

10.3.2 Property Designations

Designations are a planning tool that allows the Councils to simplify the consent process on a particular site that is being used for a specific activity. Developments on a designated site, which are in line with purpose of the designation, do not need a full resource consent. Approval for development is obtained by submitting an outline plan of works instead.

All Council designations associated with the Council Enterprises activity are summarised in Table 19.

Table 19: Property Designations Relating to Council Enterprises

ID	Location of Site	Area Map No	Site Name/ Function	Purpose of Designation	Legal Description	Area (ha)	Duration of Designation
D209	Motueka	AM 52, 118	Motueka Aerodrome	Aerodrome	Lot 1-4 DP5499, Lot 1 DP7107, See 190 Pt Section 189 District of Motueka.	30.3875	*
D210	Puramāhoi	AM 75	Tākaka Aerodrome	Aerodrome	Section 20, Block V Waitapu Survey District.	39.6592	*

11 Risk Management and Assumptions

There are factors outside of the Council’s control that can change having an impact on the Council’s ability to do what it planned. Sometimes the impact can be significant. There is always uncertainty in any planning process but the key to good quality planning is to make clear assumptions to help address this uncertainty. This section sets out the key risks and assumptions that relate to this activity.

11.1 Activity Risks and Mitigation

11.1.1 Aerodrome Risks

The table below lists addresses key risks for aerodromes.

Table 20: Key Aerodrome Risks

Risk Event	Mitigation Measures
Infrastructure failure	<ul style="list-style-type: none"> • Regular maintenance inspections by the commercial team and our maintenance contractors • Detailed inspections when reviewing capital, maintenance requirements and condition assessments where required • Reactive inspections following extreme weather events.
Health and safety	<ul style="list-style-type: none"> • Observe CAA requirements for all aircraft operations • Current best practice – Standard Operating Procedures (SOPs) when airside. Members of NZ Airports Association which provides best practice information • Ensure all contractors to aerodromes are approved, authorised and certified to meet appropriate standards • Fuel providers comply with necessary regulation, inspection and certification processes.
Accidents and injuries	<ul style="list-style-type: none"> • Aerodrome emergency plan, tested every three years • Adequate separation of different activities • Maintenance of perimeter fencing • Appropriate signage to warn members of the public • Operations and safety committee meet quarterly to address safety issues • Standard procedures and appropriate monitoring for drag racing events • Inspections pre and post drag race events.
Commercial risks	<ul style="list-style-type: none"> • Long-term leases • Multiple user groups • Cost minimisation.

11.1.2 Holiday Park Risks

The table below lists key risks for holiday parks.

Table 21: Key Holiday Park Risks

Risk Event	Mitigation Measures
Infrastructure failure	<ul style="list-style-type: none"> • Routine maintenance and inspections are included in lease and management contracts • Cleaning inspections post usage and between parties provides early identification of infrastructure issues • Quarterly inspections by the Commercial Portfolio Manager • Reactive inspection following extreme weather events.
Health and safety	<ul style="list-style-type: none"> • Annual inspection for health standards completed by the Council's environmental compliance division • Disease management to follow health guidelines to minimise water borne disease issues • Services – ensure that gas, power, water and any other facilities are maintained to a high standard • Hazardous chemicals – ensure they are kept in locked areas with no holiday park user access • Ensure all contractors are approved, authorised and certified to meet appropriate standards.
Accidents and injuries	<ul style="list-style-type: none"> • High visibility and low speed zones for vehicle traffic • Appropriate barriers between traffic, pools, playgrounds to separate activities • Pedestrians, vehicles and other activities are kept clear of holiday park activity • Ensure trees are maintained to limit potential harm to users. Annual tree surveys for large trees that may pose a safety risk.
Environmental damage	<ul style="list-style-type: none"> • Current sites have a number of cultural and protected aspects. The Council commercial requirements are being managed in conjunction with iwi, reserves activity and other stakeholders • The Council's GIS software includes layers identifying cultural heritage sites and precincts and protected trees. The Council staff apply for Historic Places Trust authorities and resource consents when these known sites are at risk of potential damage or destruction • Project management processes for all development work and the Council's consultation guidelines are followed • Ensure any discharge from activities is in line with health standards • Consider the coastal environment, erosion, inundation and other impacts • Consider climate change affects, sea level rise etc. in long term planning • Continue to protect coastal sites where impacted by adverse weather conditions that affect core operations.
Commercial risks	<ul style="list-style-type: none"> • Long-term leases and regular lease extensions • Minimum annual rental clauses • Regular asset renewals.

11.1.3 Commercial Property's Risks

The table below lists key risks for commercial property.

Table 22: Key Commercial Property Risks

Risk Event	Mitigation Measures
Infrastructure failure	<ul style="list-style-type: none"> • Annual condition assessments when assets are valued • Regular maintenance e.g. internal guttering is cleaned annually
Health and safety	<ul style="list-style-type: none"> • Health requirements and building WOFs for tenancies required • Services – ensure that gas, power, water and any other facilities are maintained to a high standard • Ensure all contractors are approved, authorised and certified to meet appropriate standards.
Accidents and injuries	<ul style="list-style-type: none"> • Vehicular access to Mapua Wharf area restricted during the day • Regular inspections by contractors to identify new hazards.
Commercial risks	<ul style="list-style-type: none"> • Long-term leases • Fixed rental amounts • Regular asset renewals.

11.1.4 Forestry Risks

The Council's Risk Management Strategy in relation to the forestry activity is:

- To maintain and ensure compliance with up-to-date Health and Safety Plans for all contractors, and manage through the forestry manager the contractor's response to new health and safety issues.
- Utilise the developed Environmental Assessment Matrix in the assessment of environmental risks within the Council forests.
- To manage animal pests, weeds and disease control through the Environmental Management System and Regional Pest Management Strategy where appropriate.
- To provide fire prevention and control through the Council's insurance agents and Fire Emergency New Zealand (FENZ). Fire cover is updated annually for each year ending 30 June.

Table 23: Key Forestry Risks

Risk Event	Mitigation Measures
Commercial risk	<ul style="list-style-type: none"> • Annual valuations are completed to understand increasing value based on current condition and volume of crop • Insurance cover aligned to the Council crop value annually • Harvest activity managed to spread the peak supply over a longer period. • Logs supplied to both domestic and export customers • Retirement of low profitability areas, due to difficult access or ground conditions.

Risk Event	Mitigation Measures
Change to Emissions Trading Scheme	<ul style="list-style-type: none"> • Forestry assets are maintained with a long term view, but programmes are reviewed annually • Any sale of forestry land will compensate for the loss of New Zealand Units (NZU's) and associated benefits • Council does not record NZU's allocated from forestry growth as revenue, as the majority of NZU's are held to cover future obligations from harvesting activity • The Council's NZU's from forestry may be utilised in satisfying carbon obligations from the Council's landfill operations.
Health and Safety	<ul style="list-style-type: none"> • Forest Manager (currently PF Olsen Ltd) is responsible for all operational risk on all the Council forestry sites • All contractors fall under the instruction and deployment the Forest Manager, and they are responsible for ensuring the appropriate approvals, authorisations and certifications are held by each contractor to meet industry standards • All harvesting plans consulted on inside the Council and include hazard management, road traffic plans and risk mitigation • The Forest Manager visits harvesting sites at least weekly and conduct assurance and compliance checks on harvesting contractors employed by them • Mitigate harvesting risk by providing security of contract tenure to allow investment in mechanical harvesting, thus minimising high risk activities • Site visits conducted annually with the Forest Manager • Ensure all contractors are approved, authorised and certified to meet appropriate standards.
Environmental damage	<ul style="list-style-type: none"> • Forest Manager produces a risk matrix table for environmental risks and attached high/medium/low ratings across activities from harvesting, residual slash, disposal, fertiliser, hazardous chemicals, fuel management and forest protection. All are measured in day-to-day activities and reported on quarterly • The Council contract document requires performance around ecological and environment values and Forest Manager's report quarterly • Overall, environmental performance is managed via Forest Stewardship the Council certification, with an annual audit by external parties • Individual users can provide mini tanker supplies from time to time. Responsibility sits within each operator and their provider • Many sites have neighbouring reserves or high ecological interest within the forests. These areas are protected and managed on a different basis to plantation forest areas.
Accidents and injuries	<ul style="list-style-type: none"> • Public access is managed in line with the Recreation Use of Plantation Forests Policy • Entry to all forests to be well signposted and restricted when appropriate (e.g. permit system, fencing) • Public access is restricted during harvest and bio-solid activities.

11.1.5 Port Risks

The Council’s risk management approach is addressed in the summary section of this Activity Management Plan. All remain applicable to the port activity.

The Port is considered a lifeline asset for Golden Bay. Should a road failure occur between Motueka and Tākaka, which would isolate the area, the only access would be air and sea. Given the terrain of the roading network, this loss could be substantial and take considerable time to repair. Retaining the functionality of this asset is a key focus for the Council.

Insurance cover is held for key infrastructure and operational failures (chemical spills and environmental contamination) resulting from accidents. Insurance cover for damage to the ‘ARMS’ at the Port is no longer available due to the increasing occurrence of adverse weather events causing damage.

Climate change impacts on the Port could be substantial, with the anticipated ongoing rise in sea level. The Council will continue to develop a strategy for responding to the expected sea-level rise over time. The most likely response will be to raise the height of the Port infrastructure or change location of the Port. Whilst the coastal nature of the current access land is low lying, there is substantial higher ground behind the Port back to Pōhara and Tākaka.

The outcome from this process is summarised below for Port Tarakohe, including a list of mitigation measures that should be considered.

Table 24: Key Port Tarakohe Risks

Risk Event	Mitigation Measures
Infrastructure failure	<ul style="list-style-type: none"> • Five yearly condition assessment of commercial wharves by external Qualified Structural Engineer. Last reviewed in 2019 as part of the business case for the redevelopment of the Port • Five yearly condition assessment of floating marina facilities by external Qualified Structural Engineer. Last reviewed in 2019, as part of the business case for the redevelopment of the Port • Two yearly lift of moorings to inspect structural aspects and maintenance requirements. Last completed 2019 • Routine weekly maintenance and inspections of all facilities are conducted by the Port Manager • Quarterly inspections by the Commercial Portfolio Manager • Reactive inspections following extreme weather events by the Port Manager.

Risk Event	Mitigation Measures
Health and safety	<ul style="list-style-type: none"> Observe Maritime Law requirements for all marine operations Membership of NZ Ports and Marina associations, which provide best practice information Port user meetings channelled through Port Taranaki Advisory Group which meets quarterly Fuel providers comply with necessary regulation, inspection and certification processes Individual users utilise mini tanker materials from time to time. Responsibility sits within each operator and their provider Ensure all contractors are approved, authorised and certified to meet appropriate standards.
Accidents and injuries	<ul style="list-style-type: none"> Entry to commercial Port areas secure and restricted to users Appropriate signage and life-saving equipment.
Environmental damage	<ul style="list-style-type: none"> Appropriate spill kit equipment.
Commercial risks	<ul style="list-style-type: none"> Multiple user groups Cost minimisation.

11.2 Assumptions and Uncertainties

This Activity Management Plan and the financial forecasts within it have been developed from information that has varying degrees of completeness and accuracy. In order to make decisions in the face of these uncertainties, assumptions have to be made.

Table 25 documents the uncertainties and assumptions that the Council consider could have a significant effect on the financial forecasts and discusses the potential risks that this creates.

Table 25: Assumptions and Uncertainties

Type	Uncertainties	Assumption	Discussion
Financial	Unless stated it can be unclear whether financial figures include inflation or not, as well as whether GST has been included or not.	That all expenditure has been stated in 1 July 2020 dollar values and no allowance has been made for inflation and all financial projections exclude GST unless specifically stated.	The Long Term Plan will incorporate inflation factors. This could have a significant impact on the affordability of each activity, if inflation is higher than allowed for. The Council is using the best information practically available from Business and Economic Research Limited to reduce this risk.

Type	Uncertainties	Assumption	Discussion
Asset Data Knowledge	The Council has inspection and data collection regimes in place for assets. These regimes do not allow for entire network coverage at all times. The Council's aim is to strike the right balance between adequate knowledge and what is practical.	That the Council has adequate knowledge of the assets and their condition, so that planned renewal works will allow the Council to meet the levels of service.	There are several areas where the Council needs to improve its knowledge and assessments. There is a low risk that the improved knowledge, will cause a significant change to the level of expenditure required.
Project Timing	Multiple factors affect the actual timing of projects e.g. <ul style="list-style-type: none"> • Consents • Access to land • Population growth • Timing of private developments 	That projects will be undertaken when planned.	The risk of the timing of projects changing is high, due to factors like resource consents, third party funding and land acquisition and access. The Council tries to mitigate these issues by undertaking the investigation, consultation and design phases sufficiently in advance of when construction is planned. If delays occur, it could have an impact on the levels of service and the Council is financing arrangements.
Project Funding	The Council cannot be certain that it will receive the full amount of anticipated subsidy or contribution. It depends on the funder's decision-making criteria and their own ability to raise funds.	That projects will receive subsidy or third party contributions at the anticipated levels.	The risk of not securing funding varies and depends on the third party involved. If the anticipated funding is not received, it is likely that the project will be deferred which may affect levels of service.
Accuracy of Cost Estimates	Project scope is often uncertain until investigation and design work has been completed, even then, the scope can change due to unforeseen circumstances. Even if the scope has certainty, there can be changes in the actual cost of work due to market competition or resource availability.	That project cost estimates are sufficiently accurate enough to determine the required funding level.	The risk of large underestimation is low; however, the importance is moderate as the Council may not be able to afford the true cost of the project. The Council tries to reduce this risk by undertaking reviews of all estimates and including an allowance for scope risk based, on the complexity of the project.

Type	Uncertainties	Assumption	Discussion
Legislation Changes	Often Central Government changes legislation in response to events where the need for change is identified. It is difficult to predict what events may occur, and the associated response. Election of a new Government also introduces uncertainty as to what policies they will implement.	That there will be no major changes in legislation or policy.	The risk of major change is high due to the changing nature of the Government and its policies. If major changes occur, it is likely to have an impact on the required expenditure. The Council has not planned expenditure to specifically mitigate this risk.
Emergency Reserves	It is impossible to accurately predict when and where a natural hazard event will occur. Using historic trends to predict the future provides an indication but is not comprehensive.	That the level of funding reserves combined with insurance cover will be adequate to cover reinstatement following emergency events.	Funding levels are based on historic requirements. The risk of requiring additional funding is moderate and may have a moderate effect on planned works due to reprioritization of funds.

Assumptions specific to this activity are listed below:

Table 26: Significant Assumptions for Commercial Activity

Assumption Type	Assumption	Discussion
Asset Management	That the Council will continue to manage its holiday parks on the current basis.	
Asset Management	That the Council will continue to contract out, the management of its forest estate to an appropriate forest management company.	The Council has indicated it will review most commercial assets and decide whether to continue to hold these. Discussion on whether forestry will be sold or retained has yet to be had. Continuance of existing management and operations and its contractors is assumed.
Environmental Policies and Management	All activities within the Council forests are subject to management within a framework set by forest managers, environmental policies and Environmental Management System.	No changes are anticipated.

Assumption Type	Assumption	Discussion
Harvesting Strategy	The ultimate objective is to achieve a sustainable annual volume cut from the forests with an average stand rotation length of 28 years.	This is being actively managed to attempt to even out harvest and income levels.
Asset Management	Port Tarakohe will continue to operate on its current basis for the foreseeable future.	The Council has indicated it will review most commercial assets and decide whether to continue to hold these.

12 Asset Management Processes and Practices

This section outlines the appropriate level of activity management for the aerodrome activity and summarises our asset management systems and data.

12.1 Appropriate Practice Levels

The Office of the Auditor General (OAG) has chosen to use the International Infrastructure Management Manual (IIMM) as the benchmark against which New Zealand councils measure their activity management practices. There are five maturity levels in the IIMM: Aware, Basic, Core, Intermediate and Advanced. The IIMM sets out what the requirements are for each level against each area of the activity management system.

In 2017, the Council reviewed its Activity Management Policy and adopted an updated version. The Policy sets out the Council’s activity management objectives and appropriate levels of practice. For the Aerodrome activity, the Council has determined that the appropriate level of practice is “Core”.

12.1.1 Activity and Asset Management Teams

The Council has an organisational structure and capability that supports effective asset management planning. Multiple teams across the Council are responsible for the different aspects of activity and asset management. The focus of the teams ranges from a strategic focus at the Long Term Plan/Infrastructure Strategy level, which involves a cross-Council team, through to detail/operational focus at the Operational team level.

Within the Property Services Department, the Commercial Portfolio Manager in conjunction with the Property Services Team manages the commercial asset management planning function.

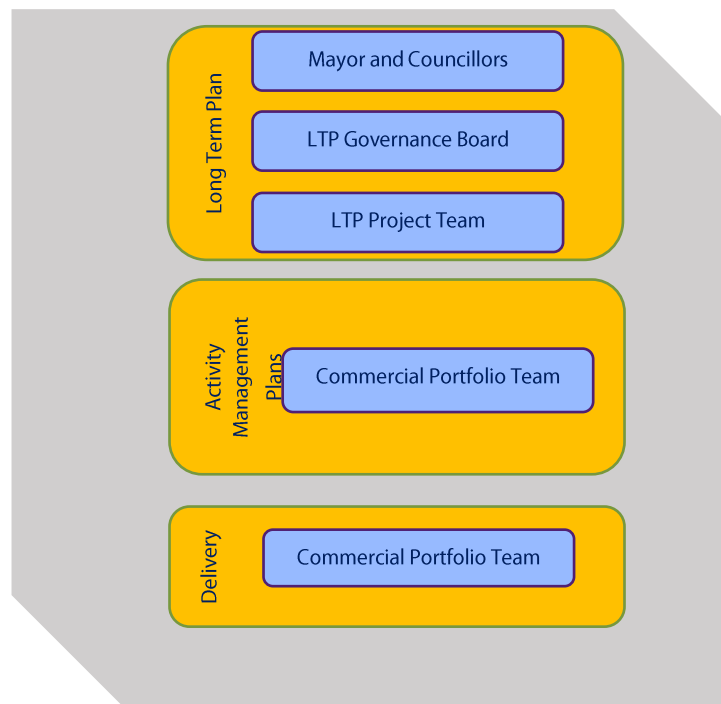


Figure 19: Teams Involved in Activity and Asset Management

12.1.2 Professional Support

The Property Services Department has a need to access a broad range of professional service capabilities to undertake investigation, design and procurement management in support of its capital works programme, as well as support with activity management practice. There is also a need to access specialist skills for design, planning and policy to support the in-house management of the Council's operations and maintenance.

To achieve this the Council has a panel of contractors in place. This will be reviewed over the term of this Activity Management Plan.

The Commercial Committee meets quarterly and comprises Councillor membership, plus three independent external appointees. This provides investment recommendations, advises on opportunities, risk management advice and strategic input in relation to Council's commercial activities.

12.1.3 Procurement Strategy

The Council has a formal Procurement Strategy that it follows in order to engage contractors and consultants to assist the Property Services Department. This is consistent with whole-of-government procurement initiatives.

12.2 Service Delivery Reviews

In 2014, Section 17A was inserted into the Local Government Act, which requires the Council to review the cost effectiveness of its current arrangements for providing local infrastructure, services, and regulatory functions at regular intervals. Reviews must be undertaken when service levels are significantly changed, before current contracts expire, and in any case, not more than six years after the last review. In addition to the regular reviews, the Act required the Council to complete an initial review of all functions by August 2017.

The Council's commercial activity is not a core Council activity. The Council reviews the cost-effectiveness of its commercial activity as part of the process to update this Activity Management Plan.

12.3 Asset Management Systems and Data

Table 27 summarises the various data types, data source and how they are managed within the Council. It also provides a grading on data accuracy and completeness where appropriate.

Table 27: Data Types and Information Systems

Data Type	Information System	Management strategy	Data Accuracy	Data Completeness
Asset description	Activity Management Plan	Assets described in Section 2.2.	2	2
Asset location	Explore Tasman / GIS	GIS holds a layer depicting Council-owned properties.	2	2
Asset valuation	Finance Spreadsheet	Valuation of assets done regularly.	2	2

Data Type	Information System	Management strategy	Data Accuracy	Data Completeness
Contract payments	MagiQ	All maintenance and capital works contract payments are done through MagiQ.	N/A	N/A
Customer Service Requests	Customer Services Application	Customer calls relating to asset maintenance are captured in the custom-made Customer Services Application.	N/A	N/A
Financial Information	MagiQ	The Council's corporate financial system is MagiQ, a specialist supplier of integrated financial, regulatory and administration systems for Local Government.	N/A	N/A
Capital planning	MagiQ	Programmes for the Council's activities are compiled in MagiQ.	N/A	N/A
Maintenance history	MagiQ	Maintenance costs can be manually extracted from this system.	2	2
Photos	Network drives	Electronic photos of assets are mainly stored on the Council's network drives	N/A	N/A
Processes and documentation	Promapp	Promapp is process management software that provides a central online repository where the Council's process diagrams and documentation are stored.	2	5

Table 28: Data Accuracy and Completeness Grades

Grade	Description	% Accurate
1	Accurate	100
2	Minor Inaccuracies	+/- 5
3	50 % Estimated	+/- 20
4	Significant Data Estimated	+/- 30
5	All Data Estimated	+/- 40

Grade	Description	% Complete
1	Complete	100
2	Minor Gaps	90 – 99
3	Major Gaps	60 – 90
4	Significant Gaps	20 – 60
5	Limited Data Available	0 – 20

Appendix A: Detailed Operating Budgets

Aerodromes

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
			2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41
11012202	Motueka Legal Fees	36,396	1,213	1,213	1,213	1,213	1,213	1,213	1,213	1,213	1,213	1,213	12,132	12,132
11012203	Professional services	54,594	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	1,820	18,198	18,198
1101220301	Insptns/NOTAM Mgmt/Ctrct Mgmt	36,396	1,213	1,213	1,213	1,213	1,213	1,213	1,213	1,213	1,213	1,213	12,132	12,132
11012401	Aerodrome Maintenance	720,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	240,000	240,000
11012508	Motueka Rates / Water	545,940	18,198	18,198	18,198	18,198	18,198	18,198	18,198	18,198	18,198	18,198	181,980	181,980
11012512	Motueka Advertising	54,000	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	18,000	18,000
11012605	Motueka Aircraft Monitoring	145,584	4,853	4,853	4,853	4,853	4,853	4,853	4,853	4,853	4,853	4,853	48,528	48,528
11032203	Professional Services	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
11032401	Takaka Aero Maintenance	150,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000	50,000
1103240106	House Expenses	68,000	2,000	2,000	2,000	2,000	10,000	2,000	2,000	2,000	2,000	2,000	20,000	20,000
11032508	Takaka Rates / Water	109,188	3,640	3,640	3,640	3,640	3,640	3,640	3,640	3,640	3,640	3,640	36,396	36,396
11032517	Sundry Expenses	15,000	500	500	500	500	500	500	500	500	500	500	5,000	5,000

Holiday Parks

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
			2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41
16022401	Riverside Camp Maintenance Grounds	150,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000	50,000
16022508	Riverside Camp Rates / Water	454,950	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	15,165	151,650	151,650
1602251701	General Administration	45,495	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	15,165	15,165
16042202	Fearons Bush Camp Legal Fees	45,495	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	15,165	15,165
16042401	Fearons Bush Camp Maintenance Grounds	300,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
16042508	Fearons Bush Camp Rates / Water	758,250	25,275	25,275	25,275	25,275	25,275	25,275	25,275	25,275	25,275	25,275	252,750	252,750
16042517	Fearons Bush Camp Gen Expenses	45,495	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	15,165	15,165
16052202	Pohara Camp Legal Fees	45,495	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	15,165	15,165
16052401	Pohara Camp Maintenance Grounds	300,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
16052508	Pohara Camp Rates / Water	758,250	25,275	25,275	25,275	25,275	25,275	25,275	25,275	25,275	25,275	25,275	252,750	252,750
1605251701	Pohara Camp Gen Expenses	45,495	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	15,165	15,165
16062202	Collingwood Camp Legal Fees	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
16062401	Collingwood Camp Maintenance Grounds	300,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
16062501	Collingwood Camp Office Costs	45,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000	15,000
16062504	Collingwood Camp Telecommunications	45,495	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	1,517	15,165	15,165

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
			2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41
16062505	Collingwood Camp Electricity	367,500	8,750	10,000	11,250	12,500	12,500	12,500	12,500	12,500	12,500	12,500	125,000	125,000
16062508	Collingwood Camp Rates / Water	750,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000	250,000
16062513	Collingwood Camp Advertising	150,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000	50,000
16062517	Collingwood Camp Gen Expenses	600,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000	200,000
1606251701	Collingwood Camp - Gas	442,500	11,250	12,500	13,750	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	150,000
16062529	Collingwood Camp Computer	136,485	4,550	4,550	4,550	4,550	4,550	4,550	4,550	4,550	4,550	4,550	45,495	45,495
16062609	Collingwood Camp Ground Manager	2,700,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	900,000	900,000

Commercial Property

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
			2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41
10032202	Mapua Legal Fees	75,825	2,528	2,528	2,528	2,528	2,528	2,528	2,528	2,528	2,528	2,528	25,275	25,275
10032203	Mapua Consultants	303,300	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	101,100	101,100
10032205	Mapua Valuation / Other	303,300	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	101,100	101,100
10032401	Mapua Maintenance Wharf/Moorings	151,650	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	50,550	50,550
10032407	Mapua Maintenance Buildings	605,000	25,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000	200,000
10032408	Mapua Maintenance Grounds	1,205,000	45,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000	400,000
10032505	Mapua Electricity	33,655	1,122	1,122	1,122	1,122	1,122	1,122	1,122	1,122	1,122	1,122	11,218	11,218
10032508	Mapua Rates / Water	758,250	25,275	25,275	25,275	25,275	25,275	25,275	25,275	25,275	25,275	25,275	252,750	252,750
10032517	Mapua Sundry Expenses	75,825	2,528	2,528	2,528	2,528	2,528	2,528	2,528	2,528	2,528	2,528	25,275	25,275
25052205	VALUATION FEES - 183 QUEEN	53,078	1,769	1,769	1,769	1,769	1,769	1,769	1,769	1,769	1,769	1,769	17,693	17,693
25052401	183 Queen St - General Maintenance	151,650	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	5,055	50,550	50,550
25052508	Rates	303,300	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	10,110	101,100	101,100

Forestry

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
			2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41
20002202	Legal/Consult	150,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000	50,000
20002203	Forest Management/Consult	1,701,000	56,700	56,700	56,700	56,700	56,700	56,700	56,700	56,700	56,700	56,700	567,000	567,000
2000220301	Misc Consulting	450,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	150,000
2000220302	CONSULTANCY ETS	450,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	150,000
20002205	Forestry Valuation Fees	300,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
20002511	FOA Subs	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
20002516	Sundry	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
20002527	Forest Certification (FSC)	300,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
20002610	Biosolids Management	600,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000	200,000
2011220317	Rabbit Is - Forest Management	715,477	52,230	29,400	43,890	43,957	21,000	21,000	21,000	21,000	21,000	21,000	210,000	210,000

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
			2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41
20172403	Sherry - Logging	17,028,366	1,351,665	1,410,756	2,541,340	2,601,995	0	0	0	0	0	434,410	4,344,100	4,344,100
2017240302	Sherry - Cartage	10,217,019	810,999	846,453	1,524,804	1,561,197	0	0	0	0	0	260,646	2,606,460	2,606,460
2017240304	Sherry - Harvest Management	2,189,368	173,786	181,383	326,744	334,542	0	0	0	0	0	55,853	558,530	558,530
2017240305	Sherry - Roads/Skids Misc	2,919,142	231,714	241,844	435,658	446,056	0	0	0	0	0	74,470	744,700	744,700
20172508	Sherry - Rates	90,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000	30,000
20172527	Sherry - FSC/Levies/H&S	486,531	38,619	40,307	72,610	74,343	0	0	0	0	0	12,412	124,120	124,120

Ports

ID	Name	Total Budget	Financial Year Budget (\$)										Total Budget	
			2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41
10202202	Legal Expenses	75,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	25,000	25,000
10202203	Professional Services	30,000	0	10,000	0	0	10,000	0	0	10,000	0	0	0	0
10202306	Eftpos - Rental	18,198	607	607	607	607	607	607	607	607	607	607	6,066	6,066
10202401	Wharf Maintenance	1,500,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000	500,000
10202405	TARAKOHE MINOR CAPITAL WORKS	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
10202408	Tarakohe Cleaning & Mowing	300,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
10202409	Ford Ranger GTT103	195,000	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	65,000	65,000
10202504	Telecommunications	30,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	10,000
10202505	Electricity	750,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000	250,000
10202507	Rent	60,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	20,000
10202508	Rates	347,096	11,570	11,570	11,570	11,570	11,570	11,570	11,570	11,570	11,570	11,570	115,699	115,699
1020250801	Water	272,970	9,099	9,099	9,099	9,099	9,099	9,099	9,099	9,099	9,099	9,099	90,990	90,990
10202512	Publicity	15,772	526	526	526	526	526	526	526	526	526	526	5,257	5,257
10202517	Council Tarakohe Harbour Expenses	150,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000	50,000

Appendix B: Detailed Capital Budgets

Aerodromes

ID	Name	Description	Project Driver %			Total Budget	Financial Year Budget (\$)										Total Budget		
			Growth	Inc LOS	Renewals		2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41	2041-51
11016209001	Motueka Aerodrome Capital Expenditure	Provision to allow for the reseal of the main runway and other capital renewals.	0	0	100	300,000	0	0	0	0	300,000	0	0	0	0	0	0	0	0
11036209001	Sealed Runway Reseal	Extension and sealing of the cross runway to improve safety during strong winds	0	100	0	250,000	250,000	0	0	0	0	0	0	0	0	0	0	0	0

Holiday Parks

ID	Name	Description	Project Driver %			Total Budget	Financial Year Budget (\$)										Total Budget		
			Growth	Inc LOS	Renewals		2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41	2041-51
1602610601R	Campgrnds - Riverside - Upgrad		0	0	100	300,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000	100,000
16046106	Campgrnds - Fearons Bush - Cap Works	Annual capital renewal programme	0	0	100	3,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000	1,000,000
16056106	POHARA CAMP - CAP -BLDGS	Annual capital renewal programme	0	0	100	3,000,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000	1,000,000
1606610501	Collingwood Coastal Erosion repairs	Coastal rock wall replenishment	0	0	100	40,000	0	0	0	20,000	0	0	0	0	20,000	0	0	0	0
16066106	Collingwood Camp - Cap-Bldgs	Annual capital renewal programme	0	0	100	150,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000	50,000

Commercial Property

ID	Name	Description	Project Driver %			Total Budget	Financial Year Budget (\$)										Total Budget	
			Growth	InclOS	Renewals		2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41
1003610601	Mapua Wharf Precinct - Capital works	Annual capital renewal programme	0	0	100	1,500,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000	500,000

Ports

ID	Name	Description	Project Driver %			Total Budget	Financial Year Budget (\$)										Total Budget	
			Growth	InclOS	Renewals		2021-51	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-41
10206210	Coastal Structure - Tarakohe N	Port development capital works	0	100	0	3,000,000	0	0	1,000,000	0	0	1,000,000	0	0	1,000,000	0	0	0

Appendix C: Improvement Planning

The activity management plans have been developed as a tool to help Council manage their assets, deliver on the agreed levels of service and identify the expenditure and funding requirements of the activity. Continuous improvements are necessary to ensure Council continues to achieve the appropriate level of activity management practice along with delivering services in the most appropriate way while meeting the community's needs.

C.1 Peer Reviews

In early 2018, Council engaged Waugh Infrastructure Management Ltd to undertake a peer review on the consultation version of this activity management plan. The peer review included the following analysis:

- Overview analysis and consideration of Activity Management Plan (AMP) progress completed since the Waugh Infrastructure detailed 2011 AMP Compliance Report (in summary not detail)
- Review of AMPs against general industry practice as observed by Waugh Infrastructure in the past 12 months
- Review and commentary on the adequacy of the AMP structure against current industry practice and requirements, as set out in IIMM 2015, ISO 55000
- Analysis of AMP individual section strengths and emphasis, including analysis of overall AMP 'message' verses issues identified
- Overview analysis of AMP status against appropriate asset management practice levels adopted in Council's Activity Management Policy (summary not detail)
- Analysis of the AMPs against Local Government Act 2002 amendment requirements, both 2012, and 2014 – identification of any issues or 'misses'
- Provided review comments of AMP strengths and weaknesses identified, with commentary on any suggested priority changes to be completed before Long Term Plan 2018.

It is important to note that the peer review only considered what was included in the consultation version of this Activity Management Plan. There are aspects of the Council's asset management processes that are not discussed in this Activity Management Plan (AMP), and are therefore not incorporated into the scoring.

The overall findings of the Peer Review were that the Council's AMPs are well developed to support the Council's Long Term Plan. Some of the AMPs had sections that required completion, but overall missing elements noted were relatively minor.

The AMP template has been updated to incorporate recent Local Government Act changes. The AMP template developed and used by Council has allowed clear, concise presentation of information in a logical manner. The overall compliance status is shown below in Figure A.

It is important to note that in 2011 only the Aerodrome Activity was reviewed. The 2018 review covered all Council Enterprises.

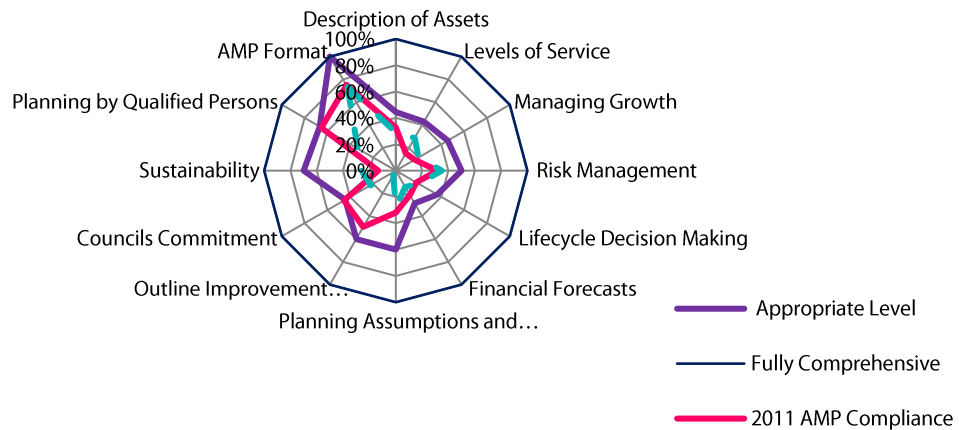


Figure A: 2018 Peer Review Compliance Status Summary

The Council staff have reviewed and prioritised the feedback received in the peer review report. Improvements that could be made immediately and have been incorporated into the final version of this Activity Management Plan. Other improvements have been ranked and included in the Improvement Plan.

C.2 Improvement Plan

The establishment of a robust, continuous improvement process ensures that Council is making the most effective use of resources to achieve the appropriate level of asset management practice. The continuous improvement process includes:

- Identification of improvements
- Prioritisation of improvements
- Establishment of an improvement programme
- Delivery of improvements
- Ongoing review and monitoring of the programme.

All improvements identified are included in the Improvement Plan below:

Appendix C - Table A: Improvements

Activity	Improvement Item	Further Information	Need for Improvement	Priority	Status	Expected Completion Date	Cost/Resource Type
Aerodromes	Provide asset valuations for main components – land, buildings and runway formation.	Identified as weakness in Waugh Infrastructure audit	Only building is a small house at Tākaka, hence no benefit of separate valuations.	NA	NA	NA	NA
Holiday Parks, Aerodromes and Port	Identify any critical assets and any lifeline functions.	Identified as weakness in Waugh Infrastructure audit		Low	Not started	1 June 2021	Staff time
All	Improve levels of service information.	Identified as weakness in Waugh Infrastructure audit	Levels of service amended. Council Enterprises is not providing a service to ratepayers.	Low	Completed	1 January 2021	Staff time
All	Update information on resource consents	Only key consents included		Low	Completed	1 January 2021	Staff time
Port	Describe water quality, risks and compliance with Drinking Water Standards New Zealand	Identified as weakness in Waugh Infrastructure audit		Low	Not started	1 June 2021	Staff time