

Project Initiation Document (PID)

Key Project Information

Project Name	New Zealand World War 1 Memorial Forests - Te Wao Whakamaumaharatanga		
Project Description	Creation of a series of memorial forests around the Coromandel to commemorate the 18,166 NZ soldiers who died in WW1.		
CAPEX Budget		OPEX Budget	\$115,000 over 3 years <ul style="list-style-type: none"> • \$25,000 from ED budget in 2014/15, 2015/16, and 2016/17. • \$5,000 from 4 Community Board budget in 2014/15. • \$20,000 from Mercury Bay from parks and cemeteries funds in 2014/15 Other funds to be sourced from external agencies and the public through donations.
Total - 10-Year Budget			\$232,518 through to \$566,093 depending on the contractor/volunteer option chosen for planting. These are estimated costs only.
Project Manager	Ben Dunbar-Smith	Senior Supplier	Area Managers
Operations Manager(s)	Derek Thompson + Parks staff	Project Executive	Garry Towler
Communications	:Laurna White	Finance	Donna Holland
Project Board	Mayor Glenn Leach, Cr Tony Fox, chairs of the Community Boards.		

Introduction

The purpose of the Project Initiation Document (PID) is to provide a clear definition of what the project will achieve and how the project will be managed.

The objectives are to:-

- ✓ Ensure the project has a sound foundation and basis prior to any major commitment of funds and resources.
- ✓ Define the business drivers, objectives, scope and exclusions, desired outcomes, constraints and assumptions for the project
- ✓ Define the project management team structure, roles and responsibilities and other key resources required to manage and deliver the project
- ✓ Provide a summary of the project level controls that will be established for monitoring and reporting on the project (following authorisation to initiate the project)
- ✓ Form the basis to assess the overall success and performance of the project

The Project Initiation Document is a living document and will reflect the current status, plans and controls (i.e. stage boundaries, agreed tolerances, monitoring and reporting). The key reference document that the content of the PID is derived from is the Project Brief and Outline Business Case.

1) Project Definition

1a) Background

- As part of commemorating the WW1 anniversary, the Government has asked what activities local authorities are proposing to celebrate the 100th anniversary of World War 1, with particular focus around the Anzac Day celebrations.
- Other districts around New Zealand are marking the anniversary with a range of activities such as art works, museum exhibits, or memorials to those soldiers from the specific district who died (such as Rotorua's field of crosses for the Rotorua war dead, or Hamilton's memorial garden on the riverbank for Hamilton soldiers). In Wellington, the Government is creating a national war memorial park.
- For the Coromandel, marketing consultant Chris Adams put forward a paper in late 2014 suggesting that TCDC provide a national memorial through the planting of forests to commemorate all the New Zealand soldiers who died in WW1.
- Mayor Glenn Leach floated this idea with community boards and some schools, and received a positive response. This meeting has been followed up with a second meeting of community groups, schools, RSA, Forest and Bird, Waikato Regional Council and Department of Conservation on the 8th December 2014 - which agreed to progress with the project.
- The Project Manager has been tasked with finding five (or more) sites for the forests - one for each community board area. To date (Dec 2014) four sites have been identified:
 - - Thames War Memorial (DOC site) - capable of fitting 1300 trees
 - - Whitianga Cemetery (TCDC site) to mark Passchendaele (2000 trees)
 - - Tangitarori Lane (TCDC walkway in Pauanui) to mark the Palestine campaign (640 trees)
 - - Durrants Drive reserve (TCDC reserve in Whangamata) to mark Le Quesnoy (177 trees)
 - - A potential site in Coromandel town has been identified, but not yet confirmed (1000 trees).
- Additional sites in Whitianga may become available - such as the Stella Evered Reserve in Purangi (7630 trees), and the Paddock site above Cathedral Cove (4000 trees).
- The intention is to plant two signature trees on each site on Anzac Day 2015, and to unveil signage - with the remainder of the planting to occur over the next 3.5 years. Completion date is proposed for November 11, 2018 (Armistice Day).
- On Arbor Day 6th June 2015, it is proposed to hold an initial planting of 100 GPSed trees on each of the sites involving community groups.
- A media statement and TV coverage of the concept are being released in early January 2015, and a number of working groups linked with each community board area have been formed.

1b) Alignment to Council Mission/Vision

- The creation of park-like forests within each community board area aligns with the council's mission for the Coromandel to become "New Zealand's most desirable place to live, work and play."
- This Memorial Forests project also fits with the "Parks and Reserves" goals on Page 152 of the 2012-20 LTP for "supporting a range of recreation, lifestyle and economic opportunities enabling the enjoyment of our unique natural environment and promoting good health and well-being while balancing environmental protection."
- The project also aligns with the Economic Development criteria of "contributing to a prosperous, liveable, clean and green district by helping to create an environment that enables our economy to grow sustainably and appropriately" due to the potential of the Memorial Forests to attract tourists to the region.

1c) Alignment to Level of Service

- Delivery step towards making the Coromandel "New Zealand's most desirable place to live, work and play."

1d) Project Objectives

- The project's goal is to plant 18,166 trees over five (or more) sites between April 2015 - November 2018.
- The project aims to boost the Coromandel as a place where locals and tourists visit to see the memorial forests.
- The intention is for community groups and schools to become involved in the memorial forests project, providing environmental education and opportunities for curriculum exploration of historical themes.

1e) Project Outcomes

- To see the Memorial Forests completed to create a long-term legacy of environmental and historical significance.

2) Scope of the Project

Inclusions

The project scope includes:-

- Planting of Memorial Forests to commemorate 18,166 soldiers through sites around the Coromandel.
- Signage for each site (does not include interpretative signage)
- Communications and marketing
- Preparation of health and safety plans (where required)

Scope - Exclusions

The following is out of scope in terms of funding:-

- Interpretative signage of historical information (to be designed and prepared by schools)
- Digital QR reading for mobiles (out of current costing scope)
- Clearing of additional vegetation on DOC land at Thames Memorial
- Costs of metalling access tracks to sites (mowed only).
- Access tracks to potential future Stella Evered and Hahei forests.

3) Constraints on the project

Funding: (see full breakdown of costs overleaf)

Available funding:

- The budget sets aside \$25,000 a year over three years from ED funding.
- In addition four community boards have set aside \$5000 each in the 2014/15 year. Mercury Bay have \$10,000 from parks, and \$10,000 from the cemeteries budget in 2014/15.
- Additional funding in future years will be subject to a yearly bid to each community board. TCDC is applying to the Waikato Regional Council's Environmental Initiatives Fund for assistance on a one-off basis. The availability of this funding will be determined prior to April 2015. For purposes of budgeting, it is estimated that this should hopefully result in \$25,000 in grant funding.

Operational costs:

- The budget for purchasing 18,166 specimen trees (based on a PB3 size) is estimated at an average of \$5. It is estimated to cost an additional \$2.50 per tree to clear foliage and spray each site prior to the initial planting using a contractor. Staking (with H4 treated 50x50 stakes) is \$3.75, plus number tags at approx \$1.50 and fertiliser pellets (10c) brings the staking cost to \$5.35 per tree. If the trees are planted by a contractor this is estimated to cost an additional \$2.50 per tree. This brings the total cost to \$15.35.
- In addition, on Anzac Day 2015, there are two signature trees to be planted per site. These trees are estimated to cost \$150 each, plus \$50 on-going planting care. This represents \$2000 on Day 1 of the project on 25th April 2015.
- At the opening ceremony, there are six Memorial Forest signs (two for the Thames War Memorial site) that need to be erected. These signs are estimated to cost \$2000 each. This represents a cost of \$12,000.
- It is important that the trees are maintained in the first year. This is estimated to involve releasing from weeds three times in the first year, plus spraying if required. The need for spraying will be site dependent, and this must be undertaken by GroSafe accredited operators.
- Cost of GPS and mapping sites for the first 100 trees for each site - \$100 per site (depending on access to GPS equipment) = \$500. If all trees are to be GPSed, then this is estimated to cost approximately \$20,000, including registration processes. The register of GPS sites will need to be maintained by TCDC staff on a spreadsheet with plots marked for sale.

Long-term maintenance costs:

- Note that the specimen trees (especially those paid for by donation) must be maintained for the life of the tree. The on-going costs of clearing, spraying and maintaining trees every year for the first 9 years using contractors is estimated at \$10 per tree (excluding the first year's intensive spraying and maintenance).

Cost of setting up TCDC funding website:

- The project anticipates that the public will wish to purchase trees. This will require a site to be developed on the TCDC website (TCDC internal - \$2000).
- However if a funding portal is to be established whereby the public can view the sites online, select a tree location by GPS, and purchase via the web this will require time and resources. Estimated cost \$8,000.

Operational Costs- estimates only	Estimated Cost per tree	Estimated Overall cost	Comments
Ground preparation including spraying for (18,166 trees less the Whangamata 117 and Whitianga Cemetery 2500 sites = 15,549)	\$2.50	\$38,872	Using TCDC staff and contractors
Purchase of 18,166 PB3 trees	\$5	\$90,830	
Stake (\$3.75), number tag (\$1.50) and fertiliser pellet (10c)	\$5.35	\$97,188	
Planting (if using contractor)	\$2.50	\$45,415	Not required if volunteers plant
Purchase of 10 signature trees (PB95) - two per site	\$150	\$1500	Trees at entrance
On-going planting care for signature trees	\$50	\$500	
Memorial Forest signage (6 signs)	\$2000	\$12,000	
GPS of first 100 trees per site	\$1 per tree	\$500	
Maintenance in first year			
Releasing in first year - every 4 months Costing if releasing done by contractor - especially if certified GroSafe spraying required (3 times in first year)	Nil if done by volunteers \$1.25 per plant x 3 sprays per year	----- \$68,122	To prevent gorse and weed regrowth
Long-term 10-year maintenance			
GPS all 18,166 trees (if required) plus maintaining register		\$20,000	
Releasing and noxious weed control every years for 9 years	\$10	\$181,166	Maintenance for 9 years
Website costs			
Funding portal for purchasing trees online	\$10,000	\$10,000	
FIVE OPTIONS			
Option A: Volunteers for all work: Using volunteers for all work for 10 years - site preparation and planting, first year spraying and long-term maintenance (refer to risks section)		\$232,518	Question: Is it realistic to expect volunteers to maintain for 10 years ?
Option B: Volunteers for all work except initial site preparation: Using contractors for site spraying and preparation - but volunteers for planting and all other work over the 10 years - including first year spraying, and 10-year maintenance		\$271,390	This assumes that contractors are better for initial spraying

Option C: Volunteers for first year - then contractors for outer years: Using volunteers for planting, and first year releasing - but contractors for site spraying and preparation, and 10-year maintenance		\$452,556 A large % of this cost (\$181K) occurs in years 2-10 at a rate of \$20,000 a year.	This option involves contractors looking after the site after the initial year.	
Option D: Volunteers for initial planting, but contractors for all subsequent work: Using volunteers for initial planting - but contractors for all other work including site spraying and preparation, first year releasing and spraying, and 10-year maintenance		\$520,678	This option provides for contractors to do the releasing and spraying in year 1. This could be added if volunteers fail to perform	
Option E: Contractors for all work: Employing contractors for whole project (except initial signature tree planting of 10 trees with volunteers) - ground preparation and planting, initial spraying in 1 st year, and long-term maintenance over 10 years.		\$566,093		
Available Funding				
Source of funds	\$ 2014/15	Total \$ in 2014/15	Overall \$ (inc Year 1)	Comments
Economic Development budget	\$25,000	\$25,000	\$75,000	Three year budget in LTP
Community Board budget - Thames, Coromandel, Pauanui-Tairua, Whangamata = \$5,000 in budget - Mercury Bay = \$20,000 from parks and cemeteries budget	\$5,000 from 4 Boards in 2014/15. \$20,000 from Mercury Bay	\$20,000 \$20,000	Future years yet to be determined	Confirmed by area managers as in draft budget, but yet to be confirmed by Comm Boards
Sub-total		\$65,000	(75K + 40K) = \$115,000	
Initial potential sources of funding				
Waikato Regional Council EIF fund	\$25,000 estimated	\$25,000		Yet to be confirmed
TOTAL			\$140,000	

There are five options for managing this project:

Volunteer/Contractors split	14/15	15/16	16/17	17/18	19	20	21	22	23	24	25
Option A: Using volunteers for all work: (\$232,518) - trees (\$90K/4 years) - staking (97K/4years) - signature trees (\$2K in Y1) - Signage (\$12K in Y1) - Website (\$10K in Y1) - GPS (\$20K/4 years)	\$76K Trees -\$23K, staking-\$24K, signage - \$12K, website - \$10K Sig trees - \$2K GPS - \$5K	\$52K..... GPS-\$5K trees- \$23K staking-\$24K	\$52K GPS,trees, staking	\$52K GPS, trees, staking	-	-	-	-	-	-	-
Option B: Using contractors for site preparation, but volunteers for all subsequent work: (\$271,390) Site prep = + \$38K in Y1	\$114K Includes ground prep.by.contractors @ \$38K	\$52K GPS, trees, staking	\$52K GPS, trees, staking	\$52K GPS, trees, staking	-	-	-	-	-	-	-
Option C: Using volunteers for initial planting and first year maintenance, but contractors for long-term maintenance: (\$452,556)	\$114K Includes ground prep by.contractors	\$52K GPS, trees, staking	\$72K GPS, trees + long-term maintenance @ \$20K for 9 years	\$72K GPS + maintenance	\$20K Long-term maintenance	\$20K	\$20K	\$20K	\$20K	\$20K	\$20K
Option D: Using volunteers for initial planting, but contractors for all subsequent work: (\$520,678)	\$114K Includes ground prep by contractors	\$120K 1 st year spraying @ \$68K	\$72K GPS + long-term maintenance	\$72K GPS + long-term maintenance	\$20K Long-term maintenance	\$20K	\$20K	\$20K	\$20K	\$20K	\$20K
Option E: Using contractors for all work: (\$566,093)	\$159K Includes initial planting @ \$45/4	\$120K 1 st year spraying and GPS	\$72K GPS + long-term maintenance	\$72K GPS + long-term maintenance	\$20K Long-term maintenance	\$20K	\$20K	\$20K	\$20K	\$20K	\$20K

Note: These figures are estimates only. The \$ figures have been rounded to the nearest \$1000.

4) Meeting the funding shortfall:

- The funding costs for the project range from approximately \$232,000 up to \$566,000 - depending on whether volunteers or contractors are used to plant the trees, and provide on-going maintenance.
- Projected income from TCDC and related agency sources is \$140,000
- The funding shortfall may be filled by several mechanisms:

- 1) A second round of funding from the Community Boards discretionary funds..
- 2) Additional funding from the Parks budget in each community board area.
- 3) Seeking external sponsorship through application to Lotteries grant in 2015/16.
- 4) Funds derived from people purchasing a memorial tree.

4a) Funds derived from people purchasing a tree:

An integral part of the project involves members of the public being able to purchase a tree, which requires GPSing. Initially to estimate budgets, a decision needs to be made on the appropriate purchase price per tree:

Costings:

- The potential purchase price for a customer wishing to buy a tree in the Memorial Forest ranges from \$25 to \$150 (depending on the size of the tree). The question is one of the perceived value of the purchase.
- By comparison, Kauri 2000 charges \$20 per tree. Trees are reportedly no longer named or GPS, but the purchaser can see the general forest area in which the tree is planted.
- Lions Club at Waireka Place in Whangamata charges \$10 per Kauri tree, but purchasers are required to plant their own tree.
- As this is a funds-generating exercise, the amount of monies to be raised depends on the cost-uptake nexus.

Funds to be raised		
Option A Volunteers undertake planting and long-term maintenance	Option C Volunteers undertake planting + first year releasing, but contractors do long-term maintenance	Option E Contractors plant trees and undertake long-term maintenance
\$232,518 - \$140,000 = \$92,518 shortfall	\$452,556 - \$140,000 = \$312,556 shortfall Note: A significant % of this shortfall comes from long-term maintenance at \$181,000 over 10 years. This is spread out at \$20,000 a year.	\$566,093 - \$140,000 = \$416,093 shortfall This shortfall is made up of initial costs of planting and initial maintenance (\$38K + \$45K + 68K= 150K) in year 1, and then \$20K a year over 10 years for long-term maintenance
\$25 per tree = 3700 purchasers	\$25 per tree = 12,502 purchasers	\$25 per tree = 16,643 purchasers
\$50 per tree = 1850	\$50 per tree = 6251	\$50 per tree = 8,321
\$100 per tree = 925	\$100 per tree = 3125	\$100 per tree = 4160
\$150 per tree = 616	\$150 per tree = 2083	\$150 per tree = 2773

4b) The cost to council of a tree:

a) Volunteer planted and maintained: \$12.85 (includes cost of tree \$5, plus contractor initial spraying and ground preparation @ \$2.50, plus \$5.35 for staking, number tag and fertiliser pellet via volunteer)

b) Volunteer planted, but contractor maintained: \$26.60

c) Contractor planted and maintained: \$29.10

The trees which are purchased by the public will need to be planted and cared for professionally to ensure long-term survivability. Assuming the purchased trees are contractor-planted, then the minimum cost per tree needs to be \$29.10 (plus GST) to cover costs.

4c) Costs of tagging purchased trees:

This project envisages that each tree will be GPS and numbered. The simplest way to number the tree is with a "cow tag" which is screwed to the H4 stake that holds up the tree. This number and GPS position will be identified on an Excel spreadsheet, and located on a map on the website. If a person purchases a tree, then they can be given the number of their tree if they wish to find it.

If the person wishes to place a name tag on the tree, then this is assumed to be something the purchaser does at their own time and cost (such as a plastic "dogtag"(as with the Whangamata Lions at Waireka Place).

4d) Identifying each tree to a soldier

There have been suggestions of identifying each tree with a named soldier. This project is costed on the basis that if a family purchases a tree, then any plaque for this tree is provided by the family at their expense (possibly via a "dog tag" system).

For the remainder of the 18,166 soldiers, the simplest way of providing recognition would be to link the TCDC Memorial Forest website to the national database of names held at the Auckland War Memorial Museum.

Another option would be to inscribe the names of each soldier on a plaque at the entrance to the Memorial Forest. This has problems in terms of identifying at which battle each soldier fell. It also requires a substantial plaque to take up to 7000 names per site. The plaque would need to be vandalism proof, and of high quality framing and construction. The costing for such a plaque has not been incorporated into the project costing to date.

5) External funding:

- The project anticipates funding coming from the Waikato Regional Council.
- **Lotteries Board:** An application will also be made to the Lotteries Board in the 2015/16 year. Note that this application was not possible in the 2014/15 year due to timing constraints, and also because TCDC was making a major application for the Great Walks project. Advice from funding specialists was that it was not wise to make two applications in the same year.
- The next funding round for WW1, Environment and Heritage applications opens in June 2015, and closes in early September 2015 - with a decision by mid-December 2015. The Memorial Forests application would fit under the "memorials, and battle commemorations" category.
- If this application should not prove successful, then the funding shortfall from Options C-E will need to be met from other sources such as purchasing of trees by the public.

5a) Impact if Stella Evered fund the planting on their site

Feedback to date suggests that the Stella Evered Trust have not yet reached a decision on whether they allow trees on their land. If they do agree, they may also consider funding (or part-funding) the cost of the 7000 trees proposed for the Purangi site. If they did decide to fund these trees, this would make a significant positive impact on the overall budget for the Memorial Forests project. The decision from Stella Evered is expected by April 2015.

If Stella Evered Trust allow the trees to be planted on their site, but choose not to pay for them, then this means that the 7000 trees for this site (Battle of the Somme 1916 and 1918) remain within the TCDC-overseen budget.

6) Duration of the project:

- The proposal is to complete planting of the Memorial Forests by November 11 2018 (Armistice Day).
- However, as the official count of war dead runs until 1921 (for those who died of their wounds), it may be possible to extend the planting deadline to this 2023 timeframe, if required.

6a) Availability of key staff

- Planting of the Memorial Forests will need to be undertaken under the supervision of TCDC parks staff.
- Parks staff and Community Development Officers will need to help coordinate the community groups and schools who are proposed as the planting crew.
- The project manager will need to continue with overall supervision of the Memorial Forest planting.
- Note that staff time costs have not been included in the budget calculations (This includes Economic Development staff, Parks staff, and Project Management resources)

6b) External resources:

- The implementation of this project relies upon community groups and schools being available to plant the trees. If some of these groups are not available, this puts additional pressure back onto the TCDC staff.
- At present, community and school groups in Whangamata, Pauanui, Thames and Coromandel have expressed interest in assisting with planting. In Coromandel, the local school is willing to work on the project - but this generally requires a suitable site which is easily accessible.
- In sites which are TCDC-owned such as Whitianga Cemetery and Durrants Drive Reserve, the TCDC contractors (Smart Environmental contractors) might be called upon to undertake the maintenance work. This work may be part of current contracts, or may require additional fees to Smart Environmental. No estimation of the potential additional fees is yet available. This will be site specific and will depend on planting and maintenance conditions at each council-owned site.

6c) Conflicts

Due to the extended 3.5 year timeframe, and the ability to plant throughout this time period, there are no known conflicts with other events. The only potential conflicts are linked to the availability of parks staff to supervise the planting programme.

7) Assumptions

- **Assumption 1: That sufficient land is available to plant 18,166 trees.**
- **Thames site:** At present, assuming that the specimen tree option is chosen, then the cleared site at the Thames War Memorial will only accommodate 740 specimen trees. Significant additional clearing of the sites around the Monument will be required to accommodate another 1000 trees. This will require clearing to be done in conjunction with DOC as it is DOC land. DOC have a limited budget, and their draft contract requires TCDC to take over responsibility for on-going maintenance. Cutting track lines in this site is likely to involve additional unbudgeted expenditure (unless done by volunteers)
- **Thames-Totara site:** If insufficient land is available at Thames Memorial, then the flow-over (if Thames was selected as the Gallipoli site of 2779 soldiers) then this number of trees would need to be relocated to another site such as the 1ha land at the Totara cemetery. The Gallipoli site would need to be split into two sites - with the remaining 1000 trees going on the Totara site. This would mean the Gallipoli battle would need to be split into separate locations. Another alternative is to allocate a different battle to Thames (such as Messines Ridge which requires 1300 trees).
- **Whitianga site:** The assumption is that the Whitianga Cemetery is available for planting with a Memorial Forest under its deed of purchase. This site is estimated to take 2000 trees (including the 580 trees already planted - namely 150 Totara, 400 Rewarewa, and 30 Pohutukawa). Some of the planting costs for this site may be able to be met from within the cemeteries budget.
- **Coromandel site:** That a suitable site can be found at Coromandel. At present there are two potential options - firstly the TCDC coastal land at Long Bay which can accommodate 1000 trees along its walkway. With the Long Bay site, the land is TCDC owned, but the assumption is that satisfactory negotiations can be carried out with the adjoining landowner for access to make the planting programme easier. A second option involves planting alongside the wastewater plant on TCDC land as a beautification project..

- **Tangitarori Lane:** That the walkway organisers get iwi approval for the Memorial Forest along with walkway. That 640 trees fit on this site.
- **Durrant Drive reserve:** That the local Whangamata RSA is willing to work with council on planting this site.
- **Other sites:** That other sites can be found to accommodate the remaining trees. This would require approximately 7,630 trees at Stella Evered, and 4,000 trees at the Paddock above Cathedral Cove.
- **Assumption 2: That any new track work to service the sites can be found through existing parks budgets**
 - **Thames site:** The track from the Memorial down to Upper Albert Street has already been constructed by TCDC. This will allow for the planting of 740 trees. If additional land is cleared as track lines to allow for additional planting, it is assumed this track budget will be met from TCDC parks budget to enhance the site.
 - **Whitianga site:** The assumption is that the mown pathway through the Whitianga Cemetery plantings will be covered within the existing maintenance budget.
 - **Coromandel site:** That any track cut to provide planting will follow existing tracks through the Long Bay or Hauraki Road sites, and that walking track access will come from existing parks budgets if required.
 - **Tangitarori Lane:** That the walkway is already in place and being administered by a Trust, and so will not require additional track work.
 - **Durrant Drive reserve:** That a mown strip through the plantings forms part of the existing maintenance contract for the site.
 - **Other sites:** That both the track through the Stella Evered Reserve, and past the Paddock at Cathedral Cove are maintained as part of the Great Walks project.

Assumption 3: That funding from the Waikato Regional Council will bring in approximately \$25,000 - and that an application for funding will be made to the Lotteries Board in mid-2105.

- That the Waikato Regional Council funds \$25,000 from the TCDC budget bid to the EIF Fund (Environmental Initiatives Fund).
- Note that an application can be made to the Lotteries Grant funds in 2015/16. This grant application could not be made in 2014/15 due to a potential conflict with the application from the Great Walks project. If an application for WW1 funding is made in 2015/16, then this grant application can only apply to the sites which have not had work commence in the 2014/15 year.

Assumption 4: That TCDC has sufficient staff resource to manage the project over the next 10 years

- That Council staff in parks, economic development, communications, and general administration are available to manage the project long-term.
- That the costing of staff time is absorbed within each department - or that additional funds are raised to meet the cost of staff time.

8) Stakeholders

- The public visiting the memorial forests
- Tourists
- Schoolchildren learning about history of WW1
- Purchasers or donators of trees

8a) Related Projects

- Great Walks project as there are two memorial forest sites along this trail. One is at "The Paddock" above Cathedral Cove, and the other is at the Stella Evered reserve at Purangi.
- Whitianga Cemetery project.

8b) Project Approach

- To identify the sites for the Memorial Forests in the five community board areas.
- To assess the sites for suitability in terms of the carrying capacity regarding the numbers of trees.
- To get Community Board signoff on the sites, and Council signoff on the project.
- To ensure iwi approval is obtained for the sites, where required.
- To involve community groups, schools and RSA in managing the planting project
- To seek funding from the Waikato Regional Council via the EIF Fund.
- To commence planting from Anzac Day 2015 onwards

9) Risk Assessment

- **RISK 1: Planned sites are not large enough to accommodate all 18,166 trees: HIGH** - That the requirement to plant specimen trees at 3-5 metre intervals means that the planned sites are not large enough to contain all the required trees. (Given the 5 metre rule, it may prove difficult to find sufficient land close to schools and community groups for planting the remaining 11,630 trees out of the 18,166 tree total).

Risk mitigation: That other sites are found (particularly in the Mercury Bay area) which will allow for the 11,000 trees - especially at Stella Evered and Cathedral Cove.

Alternatively a symbolic forest could be planted whereby the under-storey plants are counted towards the total of trees. This allows significantly more trees to be planted on each site, which reduces the amount of space required and minimises the need for additional sites.

- **RISK 2: Funding shortfall: MEDIUM** - That external funding sought is unsuccessful, or falls short of the target: (Note: The Memorial Forest project cannot be easily scaled back as it requires 18,166 trees to be planted if it is to represent a national forest).

Risk mitigation: Additional funding is sought from the public via tree purchase.

- **RISK 3: Public purchases fall below required target: MEDIUM** - That the number of donations/purchases from members of the public falls below the target of up to 4160 people (based on \$100 per tree, and Option E involving contractors undertaking the planting and maintenance). With all the WW1 commemorations occurring around the country in 2015, it is possible that potential purchasers of trees may choose to go to their local memorials, or they may find a proposed fee for planting is too high.

Risk mitigation: Undertake a marketing campaign to promote the purchase of trees.
Alternatively lower the planting fee.

- **RISK 4: Volunteer enthusiasm for planting fades over time: HIGH** - That while community groups and schools may assist with the plantings in Year 1, there is a chance (based on the previous experience of parks staff) that in subsequent years this enthusiasm may fade. This would mean that the additional plantings, and the after-care required, would need to be paid for with contractors.

Risk mitigation: Make allowance in the budget for contractors in the outer-years of the project. (see Option C-E costings). This could be funded by public purchase of trees.

- **RISK 5: That new health and safety legislation adds additional costs for supervising volunteers on the planting: MEDIUM** - If TCDC staff are managing the planting project, then the council's current liability insurance of \$2 million should be sufficient. However health and safety plans will have to be written for each planting site, and each planting expedition. If these responsibilities are transferred to an external agency (such as a Trust), then this agency would need to have liability insurance.

Risk mitigation: The risks around Health and Safety can be mitigated if contractors who have indemnity insurance (as opposed to volunteers organised by council) undertake the plantings.

10) Business Case

(Summarise justification for the project based on estimated costs, risks and benefits)

The Memorial Forests project is seen as an icon project which will bring national attention to the Coromandel.

The cost is estimated to range between be \$232,518 to \$566,678 over the life of the project - of which TCDC is estimated to spend \$115,000 during the first three years, plus any grant funding from external agencies that can be obtained. In addition there is staff time and resources (between the project manager and parks staff) which at this stage cannot be estimated until decisions are made about the resourcing options. Note that this costing of staff time has not been added into the costing for the project. Also note that an independent cost-benefit analysis of this project has not been undertaken. The benefits are assessed as creating brand awareness of the Coromandel, and attracting visitors to the sites, and funders who wish to purchase trees.

11) Decisions relating to project authorisation

In order for this project to proceed to implementation, there are a number of key decisions which need to be made by the Project Executive and the Project Board. These are:

11a) Using contractors or volunteers for the project:

There are five options for managing this project:

	Sign for endorsed choice	Project Executive	Project Board
Option A: Using volunteers for all work: Using volunteers for all work for 10 years - site preparation and planting, first year spraying and long-term maintenance (\$232,518)			
Option B: Using contractors for site preparation, but volunteers for all subsequent work: Using contractors for site spraying and preparation - but volunteers for planting and all other work over the 10 years - including first year spraying, and 10-year maintenance (\$271,390)			
Option C: Using volunteers for initial planting and first year maintenance, but contractors for long-term maintenance: Using volunteers for planting, and first year releasing - but contractors for site spraying and preparation, and 10-year maintenance. (\$452,556)			
Option D: Using volunteers for initial planting, but contractors for all subsequent work: Using volunteers for initial planting - but contractors for all other work including site spraying and preparation, first year releasing and spraying, and 10-year maintenance. (\$520,678)			
Option E: Using contractors for all work: Employing contractors for whole project (except initial signature tree planting of 10 trees with volunteers) - ground preparation and planting, initial spraying in 1 st year, and long-term maintenance over 10 years. (\$566,093)			

11b) Symbolic planting or specimen tree for each soldier

There is a difference between symbolic planting (where the 18,166 trees includes the under-storey), and the planting of a specimen tree for every soldier (which requires 18,166 trees set planted at 3-5 metres apart) - in which case understorey planting, even if required, would not count towards the overall total.

Sign endorsed choice	Project Executive	Project Board
Option A: Symbolic planting Allows for understorey planting in the count . Reduces the area required for planting.		
Option B: Specimen tree planting Requires specimen tree for each soldier. Means that Gallipoli likely to be spread over two sites, and large scale planting required at Stella Evered and The Paddock		

11c) Purchase price per tree for the public

There are four options for the tree price

Sign endorsed choice	Project Executive	Project Board
Option A: \$25 per tree		
Option B: \$50 per tree		
Option C: \$100 per tree		
Option D: \$150 per tree		

11d) Bamboo stake without number tag, or H4 stake with number tag

A significant cost in the purchase price comes with trying to individually identify each tree. If each tree is to be numbered, then a 1.5 metre H4 wooden stake of sufficient size to take a number tag needs to be purchased and installed for each site. These wooden stakes are estimated to cost \$3.75 each, and the number tags are \$1.50 each. This adds \$5.25 to the cost of each tree, which adds (along with the 10c fertiliser pellet) a total of \$97,188 to the cost of planting.

Another alternative is to use bamboo stakes at approximately \$1 each, and only add the cost of the wooden stake and number tag for those trees which are being purchased. The cost of the bamboo stake plus fertiliser pellet adds \$22,707 to the cost of the project.

Sign endorsed choice	Project Executive	Project Board
Option A: bamboo stake without number Adds \$22,7070 to project.		

Option B: H4 stake with number tag

Adds \$97,188 to the project cost



11e) Establishment of a Trust

The meeting on 9th December called for the establishment of a Trust to receive monies from donations to the project. The question which needs to be determined is whether a Trust is necessary.

The establishment of a Trust by Council usually occurs on large and complex projects where there is a need to draw in significant sums of external funding, or where there are multiple agencies involved. For example, the Hauraki Rail Trail Trust.

TCDC lawyer Paul Davies questions whether the formation of a Trust is appropriate in the case of the Memorial Forests project. He notes that:

- Most of the memorial forests are on TCDC land, or land administered by TCDC under joint venture relationships (eg DOC land at Thames Memorial, or at Hahei).
- That TCDC staff will be involved in project managing throughout its life
- That there is no need to set up a Trust in order to get external funding. For example, TCDC is applying to the Lotteries Board as a council for funding towards the Great Walks - and does not require a Trust structure to do so. Similarly TCDC is applying directly to the Waikato Regional Council for funding.
- TCDC already has insurance for public liability, and familiarity with health and safety plans. If the project is handed over to a trust, then this liability would have to be funded by the Trust.
- As far as collecting monies from the public for purchasing a tree, this is most likely to happen with people coming into the Area Offices to pay for their purchase, or alternatively through the TCDC website. Purchasers may be more comfortable pay for their trees to the council, rather than an unknown trust.
- If a trust is to be set up, Paul Davies says this will require a formal council decision in order to action the establishment of a Trust.

Sign endorsed choice	Project Executive	Project Board
Option A: Set up a Trust to manage the project		
Option B: Continue with council managing the project		

11f) Provide 10% contingency for trees dying, increased costs

The costings for this project are estimates only at this stage. The actual costs will become clearer as Stage 1 of the planting begins in the 2015 year. In project management, it is common to allow for a 10%-20% contingency for unforeseen events - which in this case might be trees dying and requiring replacement, or increased labour costs, or volunteers losing enthusiasm and increased work falling onto contractors.

Sign endorsed choice	Project Executive	Project Board
Option A: Add a 10% contingency to the budget		
Option B: Manage the budget as estimated, and monitor as Stage 1 completes at end of 2015/16.		

Conclusion:

This paper is drawn up based on estimated costs only. The actual costs will depend on the decisions made in relation to planting options, planting sites, and costs per tree purchase.

12) Project Authorisation/Sign-off



Project Sponsor

Garry Towler

Date: 16 January 2015

Mayor Glenn Leach