

2015-25  
LONG TERM PLAN

Central Otago District Council



DECISIONS  
made today  
will affect tomorrow

# Time to put our **Plan into Action**

Good planning is essential for a district to develop sustainability, so that it can provide for its people today as well as for the long term. Every three years Central Otago District Council (CODC) develops a Long Term Plan, which is the principal expression of Council's intentions for the next 10 years.

Our plan states the vision for the district, the outcomes sought by the community, the activities CODC will undertake to contribute to those outcomes, and the budgeted costs of CODC providing those activities over the next 10 years.

This plan not only provides a long-term focus for the decisions and activities of Council, but also a basis for the accountability of Council to the community.

We received 200 submissions on our Long Term Plan Consultation Document. Thank you to each and every one of you who took the time to get involved and tell us what you think.

Below is an overview of the key issues raised through this consultation.

## **3 Waters Charging**

The future of 3 Waters Charging was our "big issue" for feedback. The proposal to change the way water, wastewater and stormwater is funded from the 2016/17 year attracted 153 submissions.

Of those 54% supported a fully subsidised model, 23% preferred partially subsidised and 23% fell into the camp of wanting the status quo or an alternate solution. Those favouring the fully subsidised option felt it was important to protect Central Otago's smaller communities by spreading the cost of major upgrades to existing water and wastewater schemes.

There was strong debate and deliberation on the matter, which ultimately resulted in Council opting for a fully subsidised funding model to be introduced in Year 2 (2016/17) of the Plan, subject to a full review of the Revenue and Financing Policy in Year 1.

## **Recycling Changes**

Nine submissions touched on aspects of Council's new kerbside recycling service – two from holiday home owners not in favour of the three-bin system,

two touching on the issue of packaging and the need to lobby central government and industry; and three made on behalf of residents on the outskirts of Council's official kerbside collection area who wish that area to be reviewed and extended.

Council has no plans in the short-term to extend its collection until the new service is bedded in, but has noted these requests for a potential review in the future. The demand for recycling services by these property owners in rural locations is currently met by ensuring drop-off facilities for rubbish and recycling continue to operate across the district.

## **Track Maintenance**

Council received eighteen submissions about track maintenance, mainly with reference to Council's plans to continue funding Track Maintenance with an annual contestable fund of \$75,000. There was strong support for this to continue, with most submitters considering our local tracks and trails to be major assets to our local communities and contributors to the health, well-being and economic growth of the district.

## **Grants, Guarantees and Loans**

Council and Community Boards agreed to a small number of funding requests brought before them through this consultation process.

The Alexandra District Museum Inc. requested \$15,900 funding for building outgoings and Vincent Community Board agreed to contribute 60% of that, with Council picking up the remaining 40% requested, both from the 2016/17 year's budgets onwards.

The Teviot Valley Community Board agreed to provide the Roxburgh Community Pool Committee \$1,894 to cover the cost of concept plans for a pool upgrade.

Cromwell Community Board (CCB) agreed to provide the Central Otago Sports Turf Trust with up to \$60,000 guarantee against loss from the Central Otago Sports Turf Trust Investment account. CCB also resolved to provide the Cromwell Community Squash Club with an interest free loan up to \$35,000 for five

years, after which time the loan will attract interest at bank interest rates.

Council agreed to give \$89,303 to the Otago Rural Fire Authority for the purchase of an additional rural fire tanker in the 2017/18 year (Year 3).

### District Plan Review

Submitter comments about such topics as land use, land intensification, zoning, noise provisions are items that will be picked up during the next stages of our District Plan Review process. The Draft District Plan will be publicly notified for submission next year.

### Pools Charges

We received a small amount of feedback regarding Council's intention to increase pool entry fees, but both Vincent and Cromwell community boards confirmed that fees would rise as indicated in the consultation document. This is the first price increase in seven years at our district's two main swimming facilities – Cromwell Swim Centre and Molyneux Aquatic Centre. In order to achieve the right balance between general rates funding and user charges, the Boards feel a price increase is the way forward to ease the burden on ratepayers.

### Rates Increases and Affordability

Council empathises with submitters who made comments about the impact rates rises have on our community. Council is mindful that even though the average district rates rise figure is the one that gets quoted in the media, increases will vary from property to property depending on a range of factors and some ratepayers will be facing bigger increases. Affordability and sustainability are two key principles that underpin our planning and which Council refers to as its constant 'balancing act'.

### Core Services & Service Reviews

A number of submitters called for Council to stick to core service, with some questioning whether Tourism and Economic Development were a function Council should be involved with. In light of these submissions Council has agreed to conduct a review of these service areas.

### Our final Long Term Plan has an average rates increase of 4.9% for 2015/16

Our Plan provides a basis for ensuring the Council remains accountable to the community. This will primarily be achieved through reporting back on progress against the plan via our Annual Report 2015/16, which will be adopted in October 2016.

## LONG TERM PLAN

The Long Term Plan (LTP) sets out our strategic direction and work programme for the 10 years ahead. It outlines the services we will provide, the projects we will undertake, the cost of doing this work, how it will be paid for and how we will measure the quality and our effectiveness. The issues we face and the context within which we work are continuously evolving. For this reason, an LTP is produced every three years.

## ANNUAL REPORT

At the end of each financial year we produce an Annual Report. This sets out how we performed for the year compared to what we said we would do. It lets you know what we delivered and analyses whether we met our budgets and performance targets.

## ANNUAL PLAN

In each of the two years between LTPs we produce an Annual Plan. The Annual Plan takes a fresh look at the budgets and work programme that we planned for the year, according to the LTP, and considers whether adjustments are needed.

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# IMAGINE YOUR COMMUNITY

Imagine your community in 10 years time. How would you like it to be?

YOU CAN  
get  
involved





# THE BIG PICTURE

Influences from half a world away to those on our back doorstep all have an impact in some way, shape or form on our day-to-day lives in Central Otago. What is the 'big picture' context in which we do our planning for our district?



# OUR SPACE, OUR PLACE

The Central Otago District covers an area of 9968.5km<sup>2</sup> and encompasses the electoral wards Alexandra and Earnsclough-Manuherikia (Vincent), Cromwell, Maniototo and Teviot Valley. The main towns include Alexandra, Clyde, Cromwell, Roxburgh, Ranfurly and Naseby. Our population is 17,895. We have one of the lowest population densities in New Zealand.

The Central Otago district has a unique and diverse economy. While rural or primary industries still provide the backbone, Central Otago has become a fashionable place to live and visit. This means that industries such as viticulture and tourism are playing an increasing part in local development, while service industries such as construction and business services have grown considerably.



## Community Planning

The aspirations of our Central Otago community are central to our planning.

Central Otago District Council helps facilitate community planning. We currently have 12 community plans and each of these community plans help articulate what it is our communities want and need to ensure this district remains **a great place in which to live, work and play.**

## Consultation with Maori

Council also continues to foster closer relations and improved communication channels with local iwi to contribute to Council's decision-making. Council is a signatory to the Te Ropu Taiao Otago governance charter. This charter formalises an agreement between Otago Runanga and Otago local authorities to work together at both a collective and individual council level.

# OUR COMMUNITY OUTCOMES

## THRIVING ECONOMY

A thriving economy that is attractive to both businesses and residents alike.

### Economic Development

Promote Central Otago as a place to live. Help business get through the legislative requirements when developing business opportunities.

### Tourism

A tourism industry that is well managed, which focuses on our natural environment and heritage with marketing plans that reflect this.

### Ease of Doing Business

Have easy access to information, friendly business services with streamlined consent processes.

## SUSTAINABLE ENVIRONMENT

An environment that provides a good quality of life. A community with a healthy balance between its natural and built environment.

### Water

Ensure there is an appropriate allocation of water for irrigation while ensuring sustainable waterways. Provide certainty in the quality and availability of residential water supplies, as well as education on water conservation.

### Waste Minimisation

Reduce the waste we generate and increase recycling.

### Managing Development Impacts on Landscape & Natural Ecosystems

Understand and protect the inherent values of our landscape and natural ecosystems while having well defined areas for growth.

## SAFE & HEALTHY COMMUNITY

A vibrant community with a range of services and facilities. A community that values and celebrates its rich heritage.

### Maintain Services in Local Communities

Retain key services and facilities which are appropriate to the local community while retaining volunteer networks.

### Safe Community

Retain our safe community.

### Transport & Communication

Have a well-connected community through a safe roading system and communications network.

### Recreation

Respect landowners' rights, while enjoying access to our lakes and recreational areas. Encourage walking and cycling for the community's health and wellbeing.

### Arts & Culture

Provide places and spaces for arts and cultural expressions.

### Heritage

Have clear guidelines for accessing, managing and preserving heritage within Central Otago while also identifying tourism opportunities.

Community outcomes are a high level set of goals that we aim to achieve. These outcomes seek to improve the social, economic, environmental and cultural well-being of our district, now and for the future.

Community outcomes are important to us at Council. They are used to guide and inform the planning process and set out priorities. They also help us focus on a vision for the district.

These are the **community outcomes** Council has a key role in.

They will be achieved by **working in partnership** with the whole community, including individuals, businesses, government agencies and community organisations.

Imagine your community in 10 years' time.

Our Regional Brand values are what Councillors will draw on to guide good decision-making.

## Regional Identity

Our regional identity expresses the things that are special about this district that ring true for those in every corner of the community. It reinforces those values that are special to Central Otago as a place to live, work and play, for now and for the future.

The regional identity is much more than a logo. It is about embracing those values – an image that will last and endure in the hearts and minds of both residents and visitors alike.

We have inherited a magnificent natural and historic wealth. **A WORLD OF DIFFERENCE.** We must celebrate and protect it.



The upper part of the symbol represents a solitary cloud whisked upward against a vast blue sky. The lower form represents both the landscape and the native falcon, the karearea. In symbolic language, this bird is associated with noble-natured people, strength, bravery, ingenuity and high spirits.

## Regional Brand Values

1. **MAKING A DIFFERENCE:** We will inspire and lead others with our special point of difference.
2. **RESPECTING OTHERS:** We will respect our culture and personal differences.
3. **EMBRACING DIVERSITY:** We will recognise differences and embrace diversity.
4. **ADDING VALUE:** We will always ask ourselves if there is a better way – one that achieves a premium status.
5. **HAVING INTEGRITY:** We will seek to be open and honest.
6. **LEARNING FROM THE PAST:** We will learn from past experiences with future generations in mind.
7. **MAKING A SUSTAINABLE DIFFERENCE:** We will make decisions in business with the community in mind and in harmony with the natural environment.
8. **PROTECTING OUR RICH HERITAGE:** We will protect and celebrate our rich heritage in landscapes, architecture, flora and fauna and different cultural origins.
9. **MEETING OBLIGATIONS:** We will meet legal obligations at both a local and national level.

# OUR BALANCING ACT

We've made plans for the next 10 years and beyond. At the heart of the decision-making that led to this Long Term Plan (LTP) was our desire as a Council to see Central Otago continue to be a great place to live, work and play for this generation and generations to come.

If Central Otago wants to be more than just a name on a map we have to create a region that works together, using our combined resources to make this a place we can all afford and love to live in.

The challenges we face as a district as we look to the next 10 years are:

increasing national standards  
aging population  
climate change  
community resilience  
depopulation of rural towns  
sustainability  
aging infrastructure  
earthquake-prone buildings  
affordability  
community expectations  
appropriate levels of service  
land use change

Through our long term planning Council is stepping up to deal with these challenges in the 10 years and beyond.



Our big challenge is to balance our community's ability to pay with the need to maintain infrastructure and deliver services. We aim to keep rates and charges affordable now and into the future. It is important that at the same time we also keep a focus on building our community resilience and promoting opportunities for growth to ensure our community is sustainable into the future.

It's a constant balancing act with our two guiding principles of affordability and sustainability. In trying to get that balance right the four factors we can work with are:



## Managing our assets

Ensuring Central Otago is a great place to live, work and play requires a substantial investment in infrastructure over the next 10 years and beyond.

Our Infrastructure Strategy (on pages 82-113) sets out how we plan to maintain core infrastructure services, being water, wastewater, stormwater and roading, all the way to 2045.

It looks at our options and estimates costs for managing the significant infrastructure challenges facing our Council and district in the next 30 years – increasing national standards, ageing infrastructure, the ageing and urbanisation of our population, and land use change.

Many communities in Central Otago face major upgrades to their ageing water schemes in order to comply with the national drinking water standards and to address underlying water quality issues. Tighter national and regional discharge standards see Central Otago also faced with costly upgrades to more sophisticated treatment systems for our existing wastewater schemes across the district.

A significant cost driver for Council is the capital expenditure in water and wastewater required to upgrade existing infrastructure. Following last year's Alexandra Water consultation we have made provision in this Long Term Plan within Year 1 for a much-anticipated new source for Alexandra's water supply to provide water with low limescale



and in the longer-term provide treatment to meet Drinking Water Standards. Omakau and Naseby have treatment upgrades for their schemes commencing in Year 3 and Year 5 of the plan.

The most significant wastewater issue for our district is the Cromwell wastewater treatment upgrade, a project that will take place in Years 2 and 3 of the plan. We start considering the Clyde Wastewater Treatment System within this plan's lifetime with work on this programmed for completion just outside of the 10 years. This along with the Cromwell water upgrade sees significant investment beyond the 10 years.

In addition, upgrades are required to manage and improve the water quality of the communities' urban stormwater discharge. This has been identified by the Otago Regional Council as a future requirement of its changes to the Regional Water Plan.

*There's a lot of build in our 10-year budget and beyond.  
Rates will contribute to new infrastructure that will set our  
district up for the future.*

District roading is the single most expensive activity we undertake as a Council. With one of the largest roading networks in the country, we need to balance the priorities of our road users with ongoing funding constraints when developing our roading programme. Increased pressure on unsealed roads due to changing land use practices is also leading to increased maintenance costs.

The renewal of roading infrastructure is relatively consistent from one year to the next, with the exception of bridges, street lights and Cromwell footpaths.

There are 175 bridges on the district's roading network. Thirty-five bridges are expected to reach the end of their economic life within the next 30 years, with a further 30 requiring significant renewals work. A significant number of these bridges are located on low volume roads and the economic viability of like-for-like replacement of these bridges will need to be reviewed.

A good deal of further analysis work and conversation with the community is planned for the next three years before actual investment will occur and therefore the current levels of service will remain.

Most of the footpaths within Cromwell were built over a five-year period in the 1980s. These paths and the carparks surrounding the Cromwell Mall are coming to the end of their life as evident in their condition. Cromwell has a higher level of service for the provision of footpaths than the rest of the district, with paths on both sides of the street. Further discussions will be undertaken with the Cromwell community regarding footpaths over the next three years so the existing level of service will remain in the meantime.

Ageing street lights will be replaced with efficient LED lighting in the first four years of this plan, which will result in significant energy and operating cost savings as well as improved levels of service.

When it comes to our community facilities (which are not included in our 30-year Infrastructure Strategy), we plan to prioritise the need to strengthen Council's earthquake-prone buildings. Council plans to focus on strengthening those buildings that get regular use by reasonable numbers of people. We will be maintaining a watching brief on our legal obligations in this space as legislation is signed off.

## Investing in our future

Recently released figures show our Council's rates are amongst the lowest in the country, and we currently have no debt.

While this sounds like good news it actually causes our Council of today significant financial challenges as:

- Investment in infrastructure has been deferred
- Reserves have been used rather than borrowing, without regard for repayment
- High development expectations based on growth predictions, have not taken into account land use change and have led to insufficient revenue being received.

This means that previous generations have used Council's facilities and services without paying their true cost.

As well as addressing the issues of the past Council needs to keep a focus on building our community's resilience to ensure sustainability into the future.

Looking forward, substantial investment in infrastructure is required over the next 10 years and beyond to ensure Central Otago is a great place to live, work and play. The Council's Financial Strategy (which you can read in full on pages 114-122) needs to enable this investment while maintaining affordability for current and future ratepayers.

Our Council is responding to these challenges and has spent considerable time reviewing and prioritising work programmes to take a considered and conservative approach to setting rates at a reasonable level, while also seeking to achieve the following goals:

- Build a self-insurance fund
- Invest in new infrastructure
- Ensure each generation pays the true cost of services
- Maintain levels of service
- Prudent renewal and maintenance expenditure

### So what does our investment in our future look like?

**We are acting** on community feedback and pushing ahead with the **Alexandra Water Supply** upgrade in Year 1.

**We are undertaking** a major upgrade to **Cromwell's wastewater treatment**, in response to both rising environmental standards and community expectations.

**We are forging ahead** with **upgrades for Omakau and Naseby** in Years 3 and 5, to make boil water notices a thing of the past for these communities.

**We are planning major renewals** programmes for our district's **ageing bridges** and Cromwell's **ageing footpaths**.

**We are replacing** our ageing **street lights** with efficient LED lighting in the first four years of the long term plan. The switch to smarter technology will mean sizeable cost savings in the long term.

**We are stepping up to our expenditure for renewal of our assets** based on need over the course of the plan.

**We are rolling out changes** to improve **recycling services** for our district.

**We are increasing our standards of operating** in light of new health and safety legislation, lessons learned in the sector related to business continuity planning, and having independent audit and risk assessments.

**We are investing in community facilities** to cater for the needs of our community into the future.

**We are investing in a stronger, more vibrant, community** through both staff support and various grants to community and cultural organisations.

**We are taking every opportunity to build efficiencies** into our practices over this next 10 years and beyond.

**And for all other activities... we are retaining our current levels of service.**

Council has set a limit on rates increases of 5% per annum for existing ratepayers. The proposed rates increases are after an assumed 0.7% annual growth in rateable properties. These rates increases will go beyond the 10 years given the level of investment still to occur.

Council believes it has balanced up affordability with the need for suitable investment in our district to ensure our services are sustained for future generations and believes the rates are at reasonable levels given this level of investment.

## The big issue

While Council feels rates increases proposed in this Plan are reasonable when weighed up against the level of investment being made, and see them as a means to future-proof our district, it is acutely aware of the vulnerability of our rural townships as they face expensive infrastructure upgrades. Council believes it has a role in helping fund some water schemes and easing the costs to be sustainable and affordable for all communities going forward.

For that reason the “big issue” during the consultation stage was the way forward for 3 waters charging.

Council signaled to the community in its LTP Consultation Document that it planned to move away from the current targeted funding model from Year 2 (16/17) and proposed two options – a partially subsidised funding model and a fully subsidised funding model.

Following consideration of submissions on the topic Council’s decision was to go with full subsidisation of 3 Waters from Year 2, subject to the review of the Revenue and Financing Policy which will take place in Year 1.

Under a fully subsidised funding model all district water schemes will be funded equally by those ratepayers connected or serviceable to a district scheme. There will be a standard annual uniform charge for all ratepayers paying for water services.



## Our **commitment**

In preparing this Long Term Plan councillors, community board members and staff have worked together to present a plan we believe will future proof our district and that looks out for the interests of the district as a whole. We are committed to delivering the activities and services detailed on the following pages.

We look forward now to working with our community to put this plan into action.

Tony Lepper  
Central Otago Mayor

Leanne E Mash  
Chief Executive Officer

# OUR ACTIVITIES

This section provides a detailed overview of the activities we will undertake over the next 10 years. The groups of activities incorporate the core services we deliver. We give consideration to how these services contribute to community well-being in our decision-making process.

Corporate Services provides the internal processes and support required for the organisation to carry out its activities.

Within each group of activities you will find a description of each activity, our key challenges, what we have planned, what you can expect from us, and a breakdown of the costs involved. All operating and capital expenditure is inflated and stated exclusive of GST.



# DECISIONS MADE TODAY

Decisions made today will affect tomorrow

# WATER



## What we do

We manage 10 public water supply schemes, servicing approximately 13,500 residents. We **supply the community with treated water** at a suitable pressure and quantity. Each scheme is different but operates under the same basic process. Water is drawn from a lake, river or bore before being treated to a required standard. Treated water is then pumped to elevated storage reservoirs for distribution. The reservoirs **ensure sufficient quantities are available for consumption and firefighting** while the elevation produces the required pressure.

THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES:



*“Most communities in Central Otago face major upgrades to their water schemes. We need to ensure these costs are sustainable and affordable for all communities going forward.”*

## Challenges we face

Today’s communities are demanding better water quality at the high quantities they have become used to, and they want it to remain affordable. Our challenge is to find the right balance between providing sustainable levels of quality and quantity with affordability. Most communities in Central Otago face major upgrades to their ageing water schemes in order to comply with the national drinking water standards and to address underlying water quality issues. Council is mindful of the vulnerability of rural townships as they face these expensive upgrades and plans to introduce a new fully subsidised funding model in Year 2, which it feels addresses the issue of affordability and sustainability across the district and generations.

**Balance sustainability with affordability**

# What we have planned

Our programme for water projects responds to both community demand as well as national drinking water standards. One of our first major projects is the Alexandra Water Supply upgrade in Year 1. Community feedback from a standalone consultation helped shape Council’s decision to establish a new source to provide water with a low limescale producing tendency and ultimately to meet the drinking water standards.

Other upgrades are planned to address ageing water schemes, ensure these comply with national standards and to address underlying water quality issues. For some of our district’s smaller communities such as Omakau and Naseby these upgrades will make boil water notices a thing of the past.

Other projects, such as reservoir constructions for Pisa, Roxburgh, Alexandra or water trunk main duplication, aim to build our network’s resilience and increase storage capacity to provide sufficient firefighting water and supply security in case of an adverse event. In some cases upgrade projects also respond to growth projections.

Major projects within the next 10 years include:



## CROMWELL

Pisa water reservoir construction **\$2.75million** between 2019-23.

A new water source will be investigated and an associated treatment plant constructed to comply with the Health Act, **\$10.2million** in 2025/26.

Bannockburn Road flow improvements to maintain water coverage during high water demand **\$550k** in 2023.



## VINCENT

New water source and water treatment plant upgrade for Alexandra **\$8.6million** between 2015-17.

Treatment upgrade for Omakau/Ophir. **\$840k** in 2017 to eliminate boil water notices.

Water trunk main duplication for Ophir to improve supply resilience **\$210k** in 2019.

Water reservoir construction in Alexandra. **\$2.6million** in 2024.

Gilligan’s Gully water supply pump station and rising main upgrade **\$240k** in 2024.

## TEVIOT VALLEY



Roxburgh water reservoir construction  
**\$1.2million** between 2024-2026.

Universal water metering for Roxburgh  
and Lake Roxburgh Village as part of the  
Water Demand management plan, **\$200k**  
between 2015-2018.

## MANIOTOTO



Naseby water upgrade **\$430k** in 2020.

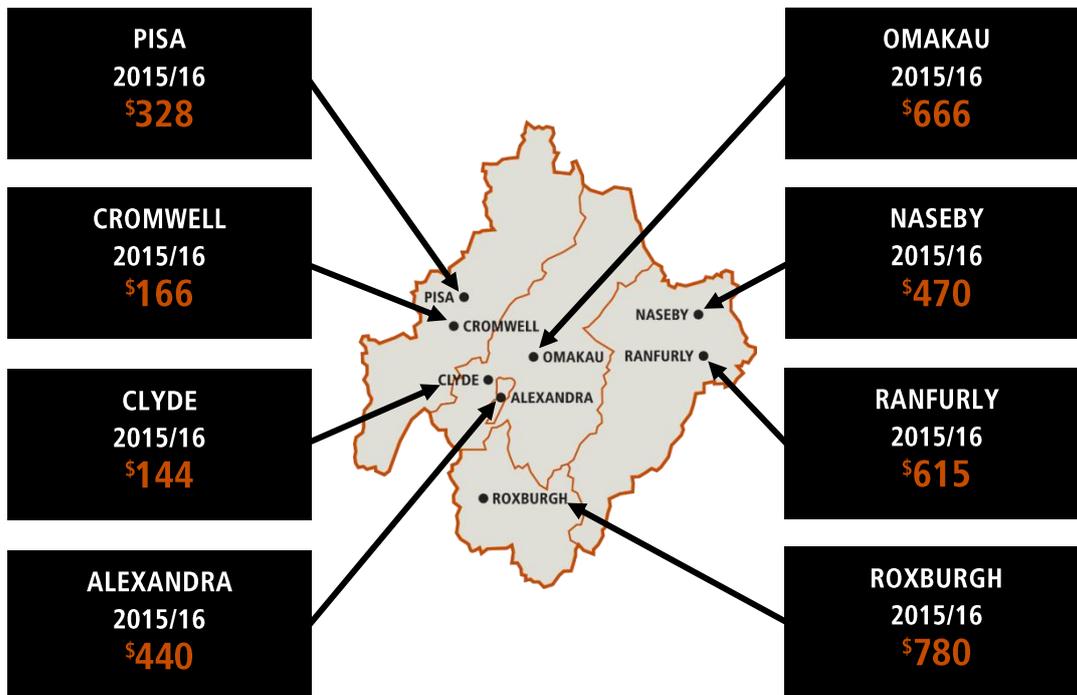
Many of our relatively small communities face high costs for treatment plant upgrades that may be unaffordable.

Our response:

We plan to introduce a new fully subsidised water charging model in Year 2 that considers both affordability and sustainability across the district and generations.

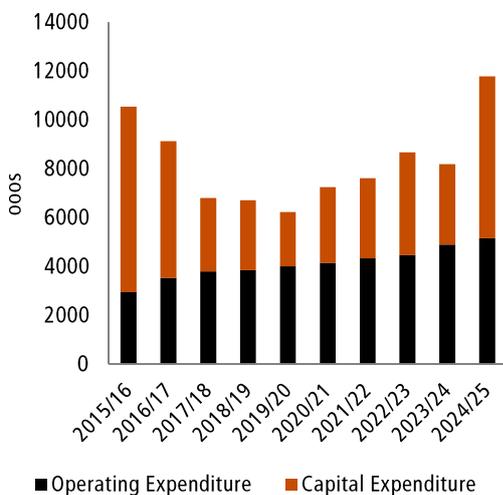
# How we pay for water

The current system... targeted connection to scheme sees each water scheme funded separately by those ratepayers connected, or serviceable to the scheme. The graphic below shows how much each ratepayer will pay for the scheme they are connected to in the 2015/16 year.

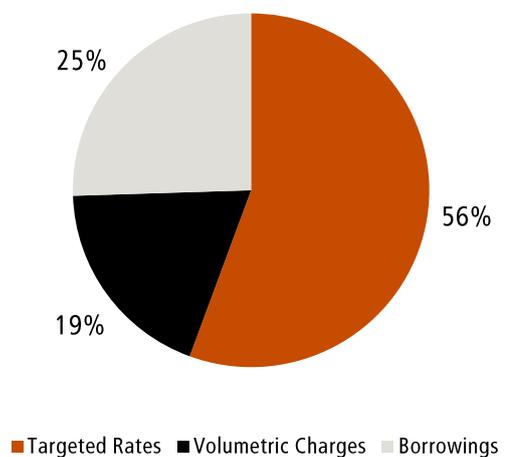


Notes: Volumetric water charges are not changing and are not included within these rating example. Serviceable pay 50% of a connected rate

## How much does water cost?



## How is water paid for?



**We are changing the way we charge for water.** We are going to move away from the current targeted funding model from Year 2 (16/17) of the Long Term Plan and moving to a fully subsidised funding model. Under this new model for water all connected ratepayers will pay the same amount for water services and all serviceable ratepayers will pay 50% of the connected amount for water services.

**Regardless of what scheme you are connected to you will pay:**

	<u>2016/17</u>	<u>2024/25</u>
Water (connected)	\$424	\$704

Note: Serviceable is 50% of the connected rate above.



# What you can expect from us

We will strive to provide you with a reliable, safe and healthy water supply. The table below sets out the goals we will be able to measure our success by.

<b>WATER</b>					
<b>Community Outcome</b>	<b>Our Objective Level of Service</b>	<b>How we Measure Success</b>	<b>2013/14 Result</b>	<b>Our Aim Years 1-3</b>	<b>Our Aim Years 4-10</b>
A Thriving Economy	<b>Provide a fully accessible and reliable water network</b>	The percentage of real water loss from the network reticulation system (leaks, metering inaccuracies)	New measure	Target Current Annual Real Losses from the networked reticulation system ≤ 20% of water produced	Target Current Annual Real Losses from the networked reticulation system ≤ 15% of water produced
		Percentage of budgeted capital works completed annually	New measure	To complete more than 90% of budgeted capital works	To complete more than 90% of budgeted capital works
		Percentage of budgeted renewals completed annually	New measure	To complete more than 90% of budgeted renewals	To complete more than 90% of budgeted renewals
		Time with water per customer per annum (planned and unplanned)	99.9%	To maintain supply to customers for ≥ 99% of the time	To maintain supply to customers for ≥ 99% of the time
A Sustainable Environment	<b>Provide an efficient water network</b>	Fault response time to urgent call-outs Attendance:  Resolution:	New measure	Target median time to get to site ≤ 120 minutes Target median time to resolve ≤ 480 minutes	Target median time to get to site ≤ 120 minutes Target median time to resolve ≤ 480 minutes
		Fault response time to non-urgent call-outs Attendance:  Resolution:		Target median time to get to site ≤ 1440 minutes Target median time to resolve ≤ 4320 minutes	Target median time to get to site ≤ 1440 minutes Target median time to resolve ≤ 4320 minutes
		The average consumption of water per day per resident	New measure	To maintain water demand at <600 L/person/day	To maintain water demand at <600 L/person/day
		Total number of customer complaints for:	New measure	≤ 13 per 1000 connections	≤ 13 per 1000 connections

WATER					
Community Outcome	Our Objective Level of Service	How we Measure Success	2013/14 Result	Our Aim Years 1-3	Our Aim Years 4-10
		<ul style="list-style-type: none"> <li>Water clarity</li> <li>Water taste</li> <li>Water odour</li> <li>Water pressure &amp; flow</li> <li>Continuity of water supply</li> <li>Responses to water service requests</li> </ul>			
A Safe and Healthy Community	<b>Provide a safe and healthy water network</b>	Compliance with the NZ Drinking Water Standards Pt4: Bacterial: Pt5: Protozoal:	<b>New measure</b>	Compliance with Part 4: Bacterial Alexandra = Yes Clyde = Yes Cromwell = Yes Naseby = Yes Omakau/Ophir = Yes Patearoa = Yes Pisa Village = Yes Ranfurly = Yes Roxburgh = Yes Compliance with Part 5: Protozoal Alexandra = No Clyde = No Cromwell = No Naseby = No Omakau/Ophir = No Patearoa = No Pisa Village = No Ranfurly = No Roxburgh = Yes	Compliance with Part 4: Bacterial Alexandra = Yes Clyde = Yes Cromwell = Yes Naseby = Yes Omakau/Ophir = Yes Patearoa = Yes Pisa Village = Yes Ranfurly = Yes Roxburgh = Yes Compliance with Part 5: Protozoal Alexandra = No Clyde = No Cromwell = No Naseby = No Omakau/Ophir = No Patearoa = No Pisa Village = No Ranfurly = No Roxburgh = Yes

# RESPECT FOR THIS LAND

Respect for this land will ensure we act sustainably

# WASTE water



## What we do

We manage eight public wastewater schemes, servicing approximately 12,500 residents. Each scheme **pumps, reticulates and treats the wastewater** generated by your household as well as from businesses and industrial processes. Wastewater is **treated to a statutory standard and then discharged into a nearby water body or onto land**. Privately owned septic tanks are used in townships without reticulated schemes.

THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES:

THRIVING  
ECONOMY

SUSTAINABLE  
ENVIRONMENT

SAFE & HEALTHY  
COMMUNITY

*“Most communities in Central Otago face major upgrades to their wastewater schemes. We need to ensure these costs are sustainable and affordable for all communities going forward.”*

## Challenges we face

The quality of treated wastewater we discharge to the environment is generally good, but national and regional environmental standards are demanding we lift our game. After all, our environment is what makes Central Otago such a desirable place to live and visit. Our challenge is to provide more sustainable wastewater services while maintaining affordability. As many communities face these costly upgrades to more sophisticated wastewater treatment systems, much time and thought has been spent on how we ensure all communities in our district can afford these.

**Achieve treatment standards and remain affordable**

# What we have planned

Our wastewater projects programmed in this long term plan respond to the need to meet both national and regional discharge standards.

The most significant upgrade in the programme in terms of scale and cost is the Cromwell wastewater treatment upgrade. Our smaller towns and communities also face improvements at varying levels to wastewater processing in order to meet consent conditions. We start considering the Clyde Wastewater Treatment System within this plan's lifetime with work on this programmed for completion just outside of the 10 years.

We also have projects to increase the efficiency of our operations and avoid where possible escalating operational costs, an example of this being the Alexandra sludge process upgrade project which looks to reduce operational and disposal costs, and produce a usable product.

Major projects within the next 10 years include:



## CROMWELL

Cromwell wastewater treatment plant upgrade **\$10.9million** between 2016-19.

Emergency overflow management for Alpha Street sewer pump station **\$340k** in 2018.



## VINCENT

Alexandra sludge processing upgrade to reduce increasing operational and disposal costs **\$400k** between 2015-18.

Emergency and high flow management, Alexandra **\$1.3million** between 2018-21.

Omakau wastewater treatment upgrade **\$310k** in 2021.

Clyde wastewater treatment system **\$13million** and wastewater reticulation construction **\$23million** between 2023-27.



## MANIOTOTO

Naseby wastewater treatment plant upgrade **\$270k** in 2018.

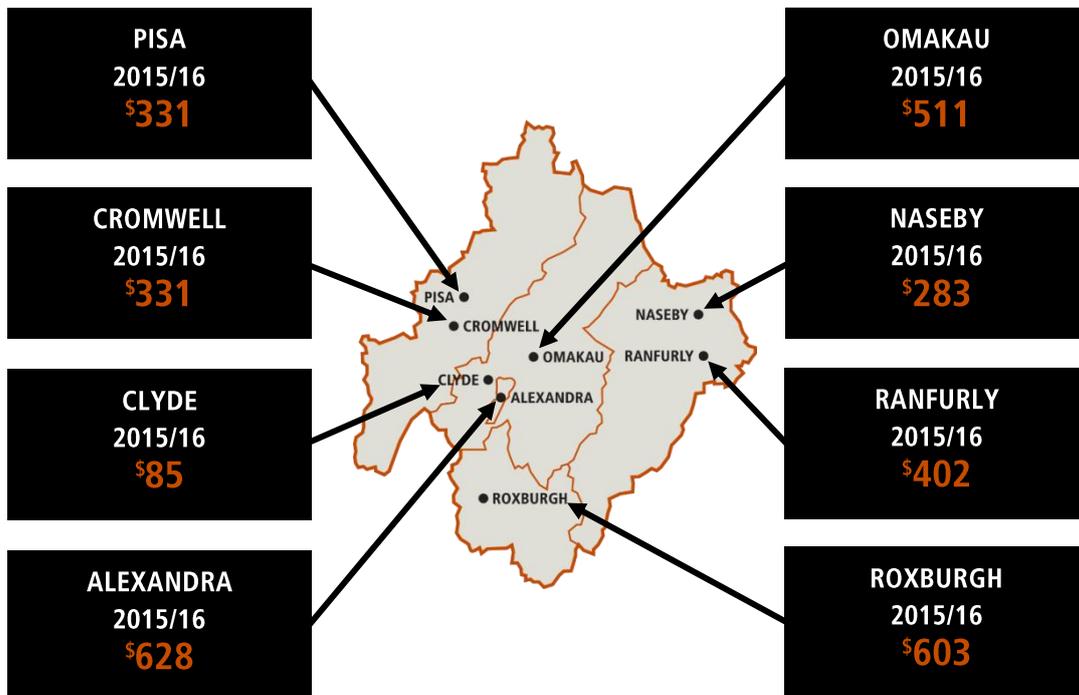
Many of our relatively small communities face high costs for treatment plant upgrades that may be unaffordable.

Our response:

We plan to introduce a new fully subsidised water charging model in Year 2 that considers both affordability and sustainability across the district and generations.

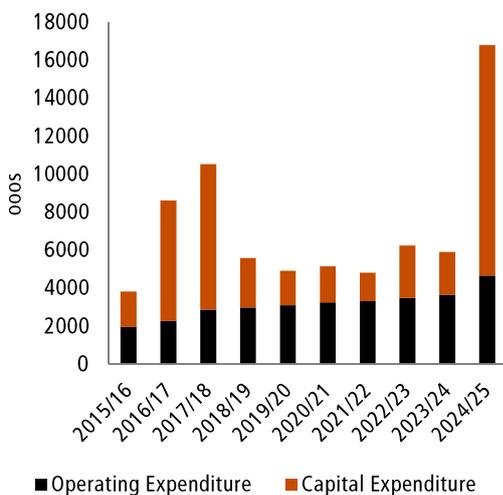
# How we pay for wastewater

The current system... targeted connection to scheme sees each wastewater scheme funded separately by those ratepayers connected, or serviceable to the scheme. The graphic below shows how much each ratepayer will pay for the scheme they are connected to in the 2015/16 year.

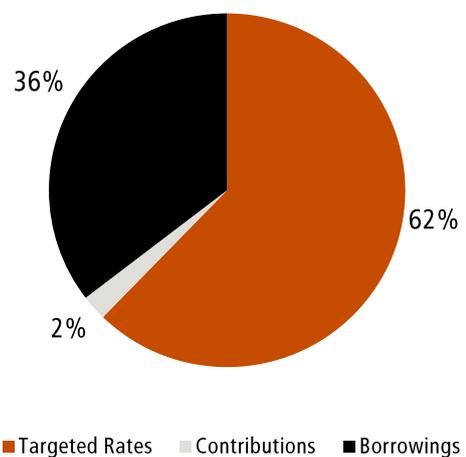


Note: Clyde wastewater charges are a targeted rate per rating unit. Serviceable pay 50% of a connected rate

## How much does wastewater cost?



## How is wastewater paid for?



**We are changing the way we charge for wastewater.** We are going to move away from the current targeted funding model from Year 2 (16/17) of the Long Term Plan and moving to a fully subsidised funding model. Under this new model for wastewater all connected ratepayers will pay the same amount for wastewater services and all serviceable ratepayers will pay 50% of the connected amount for wastewater services.

**Regardless of what scheme you are connected to you will pay:**

	<u>2016/17</u>	<u>2024/25</u>
Wastewater (connected)	\$465	\$843

Note: Serviceable is 50% of the connected rate above.



## What you can expect from us

We aim to deliver you an efficient, safe and compliant wastewater network. The table below sets out the goals we will be able to measure our success by.

WASTEWATER					
Community Outcome	Our Objective Level of Service	How we Measure Success	2013/14 Result	Our Aim Years 1-3	Our Aim Years 4-10
A Thriving Economy	<b>Provide an efficient, accessible and reliable wastewater network</b>	Number of complaints received from customers per 1000 connections	<b>New measure</b>	Number of sewage odour complaints ≤ 1 per 1000 connections Number of sewerage system faults & blockage complaints ≤ 11 per 1000 connections Number of complaints regarding responses to sewer service requests ≤ 1 per 1000	Number of sewage odour complaints ≤ 1 per 1000 connections Number of sewerage system faults & blockage complaints ≤ 11 per 1000 connections Number of complaints regarding responses to sewer service requests ≤ 1 per 1000

WASTEWATER					
Community Outcome	Our Objective Level of Service	How we Measure Success	2013/14 Result	Our Aim Years 1-3	Our Aim Years 4-10
				Total number of customer complaints ≤ 13 per 1000	Total number of customer complaints ≤ 13 per 1000
		Percentage of budgeted capital works completed annually	New measure	To complete more than 90% of budgeted capital	To complete more than 90% of budgeted capital
		Percentage of budgeted renewals completed annually	New measure	To complete more than 90% of budgeted renewals	To complete more than 90% of budgeted renewals
A Sustainable Environment	<b>Provide a safe and compliant wastewater network</b>	Compliance with discharge consents	New measure	Number of abatement notices = 0 Number of infringement notices = 0 Number of enforcement orders = 0 Number of successful prosecutions = 0 Council target (all enforcement actions) = 0	Number of abatement notices = 0 Number of infringement notices = 0 Number of enforcement orders = 0 Number of successful prosecutions = 0 Council target (all enforcement actions) = 0
		Fault response times Attendance:  Resolution:	New measure	Target median time to get to site ≤ 120 minutes Target median time to resolve the problem ≤ 480 minutes	Target median time to get to site ≤ 120 minutes Target median time to resolve the problem ≤ 480 minutes
A Safe and Healthy Community	<b>Provide a safe and compliant wastewater network</b>	Number of dry weather sewerage overflows from sewerage scheme	New measure	Number of dry weather sewerage overflows ≤ 1 per 1000 connections	Number of dry weather sewerage overflows ≤ 1 per 1000 connections

# BE RESOURCEFUL

Be resourceful to find innovative solutions

# STORM water



## What we do

Our stormwater activity provides for the **safe removal of excess rainfall** that does not naturally permeate into the ground. We manage stormwater for 10 townships.

Stormwater is conveyed directly to waterways using piped infrastructure, natural water courses and open channels. We have a responsibility to **ensure communities are not adversely impacted by localised flooding**. This includes liaising closely with the roading activity on ponding issues. Flood risks from large catchments, like the Clutha and Taieri rivers for instance, are managed by the Otago Regional Council (ORC).

THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES:

SUSTAINABLE ENVIRONMENT

SAFE & HEALTHY COMMUNITY

*“With intense quantities of rainfall an uncommon occurrence the capacity of our stormwater infrastructure is infrequently tested. This makes capacity upgrades often difficult to justify.”*

## Challenges we face

The Regional Council has indicated that Plan Change 6’s focus on rural water quality will extend to urban water quality in the future. We need to look at how we are going to meet these requirements and manage our quality for stormwater. Given we have a very low average annual rainfall in Central Otago our challenge will be to balance these requirements with treatment solutions that make economic sense.

**Balance requirements with cost-effective solutions**

# What we have planned

Upgrades are required to manage and improve the water quality of our communities' urban stormwater discharge, in anticipation of signaled changes to the Regional Water Plan. Greater emphasis is being placed on working through potential solutions for our district:

## DISTRICT



Scoping and implementation of stormwater treatment and disposal improvements **\$1.5million** between 2021-32.

## We face increasing costs in providing and treating stormwater in a relatively dry district.

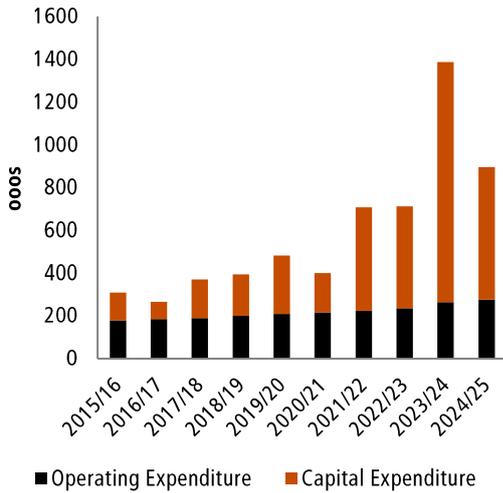
Our response:

Our stormwater network performs relatively well, but we are aware of ponding issues during significant rain events. We will review the level of service we provide communities against affordability, our changing climate and urban growth.

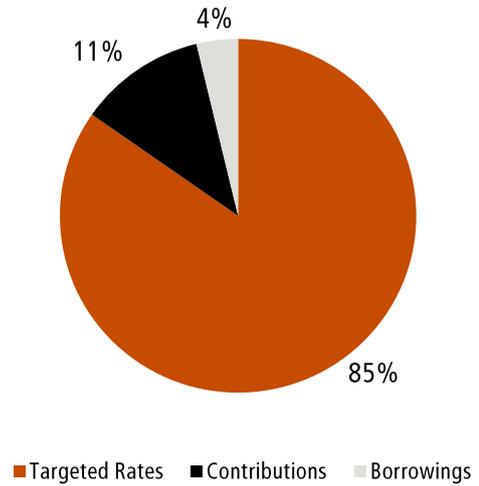
# How we pay for stormwater

**2%** of rates is spent on our stormwater network.

## How much does stormwater cost?



## How is stormwater paid for?



**We are changing the way we charge for stormwater.** We are going to move away from the current targeted funding model from Year 2 (16/17) of the Long Term Plan and moving to a fully subsidised funding model. Under a new fully subsidised funding model for stormwater all ratepayers will pay the same amount per dollar of capital value for stormwater services and all serviceable ratepayers will pay the same amount for stormwater services.

# What you can expect from us

The table below defines the level of service we will provide and how we measure our performance.

<b>STORMWATER</b>					
<b>Community Outcome</b>	<b>Our Objective Level of Service</b>	<b>How we Measure Success</b>	<b>2013/14 Result</b>	<b>Our Aim Years 1-3</b>	<b>Our Aim Years 4-10</b>
A Thriving Economy	<b>Provide an efficient, fully accessible and reliable stormwater network</b>	Percentage of budgeted capital works completed annually	<b>New measure</b>	To complete more than 90% of budgeted capital works	To complete more than 90% of budgeted capital works
		Percentage of budgeted renewals completed annually	<b>New measure</b>	To complete more than 90% of budgeted renewals	To complete more than 90% of budgeted renewals
A Sustainable Environment	<b>Provide an efficient, fully accessible and reliable stormwater network</b>	Compliance with discharge consents	<b>New measure</b>	Number of abatement notices = 0 Number of infringement notices = 0 Number of enforcement orders = 0 Number of successful prosecutions = 0 Total for all enforcement actions = 0	Number of abatement notices = 0 Number of infringement notices = 0 Number of enforcement orders = 0 Number of successful prosecutions = 0 Total for all enforcement actions = 0
A Safe and Healthy Community	<b>Provide a safe and compliant stormwater network</b>	Number of flooding events that occurred and habitable floors affected	<b>New measure</b>	Target number of habitable floors affected $\leq 1$ per 1000 properties	Target number of habitable floors affected $\leq 1$ per 1000 properties
		Response time to attend flood events	<b>New measure</b>	Target median time to get to site $\leq 120$ minutes	Target median time to get to site $\leq 120$ minutes
		Number of complaints received about stormwater performance	<b>New measure</b>	Total number of customer complaints $\leq 2$ per 1000 properties	Total number of customer complaints $\leq 2$ per 1000 properties



# ADD VALUE

Add value. Ask yourself is there a better way?

# TRANSPORTATION

cycleways footpaths car parks  
road safety bridges street lighting



## What we do

Our Transportation activity **enables the movement of goods, people and services across our district**. We have 1886km of roads spreading throughout the district, with 1739km of rural roads and 147km of urban streets.

We have 175 bridges, just under 5000 culverts and close to 12,000 hectares of road reserves. Our focus for the next 10 years is to **deliver an efficient, fully accessible, safe roading network**.

THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES:



*“We will need to optimise our roading network to ensure we can afford to deliver the outcomes our communities require to meet their social needs and to support future economic growth and improved land productivity ”*

## Challenges we face

We have 175 bridges on our network with 35 expected to reach the end of their economic life within the next 30 years, and a further 30 requiring significant renewals work. A large number of these are on low volume roads where alternative routes exist and the economic viability of their replacement needs to be considered. The number and weight of trucks on our network are also increasing as land productivity improves. We will be undertaking more detailed structural inspections and impact assessments within the next three year period to inform community discussion regarding the shape of our network in the future.

**The affordability and resilience of our aging bridge network**

Unsealed roads make up 73% of our roads and account for approximately 30% of our proposed transportation investment. Many of our low volume roads provide access to less than three properties. We have a backlog of renewals work on unsealed roads, particularly on the lowest volume roads which service land and back country areas. Changes in land use and improved productivity in our rural areas is resulting in an increase in demand on our unsealed roads. We have increased our renewals investment for unsealed roads by 16% (excluding escalation) to enable us to partially address this backlog and improve accessibility on these roads.

**Land use change  
increasing demand on  
our unsealed roads**

We have identified a need to proactively inform the community on how we manage and fund our roading network. We will have conversations with our community in the coming three year period around both levels of service and the extent of our roading network.

**Inform and engage on  
service levels**

## What we have planned

Compared to our past programmes we are reducing the amount we are spending on sealed road renewals. This is the result of more in-depth analysis of condition data on the sealed roads, which reveals that we currently have a very high level of service relative to the rest of New Zealand with ability to reduce expenditure in this area without a significant reduction in level of service.

The reduction in sealed road investment is balanced by an increase in investment in unsealed road and drainage renewals. This will enable us to more proactively address issues that impact on accessibility across the network.

Our aging bridge network begins to impact from Year 4, when we will need to gradually begin replacement of structural components on a number of bridges. This programme has been based on an assumption that not all bridges will be replaced, and further discussion will be held with the community regarding this.

Many of our street lights are at the end of their life resulting in frequent failures occurring. New LED technology is now available that will reduce energy consumption and maintenance costs. We will implement this renewal programme over a five-year period commencing in 2015, as part of the NZTA subsidised minor improvement programme. This limits the level of investment to \$300,000 per annum.

Major projects within the next 10 years include:

## DISTRICT



Replacement of street lights with LED  
**\$1.4million** between 2015-22.

Minor improvements up to \$300k per site to  
improve safety and accessibility **\$2.9million**  
between 2015-25.

Resurfacing and pavement renewal of sealed  
roads across the district **\$12.7million** between  
2015-25.

Resurfacing of gravel roads across the  
district **\$16.4million** between 2015-25.

Renewal of drains and signs **\$5.3million**  
between 2015-25.

Small bridge renewal projects **\$3.4million**  
between 2015-25.

**Reductions in NZTA funding, changing demographics and the need to upgrade ageing roading assets all impact on our ability to maintain affordability.**

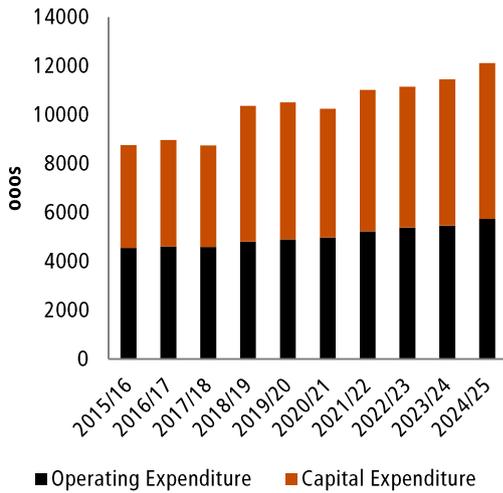
Our response:

We will review the level of service we provide in light of these changes over the next three years, engaging our community in robust discussions on the topic.

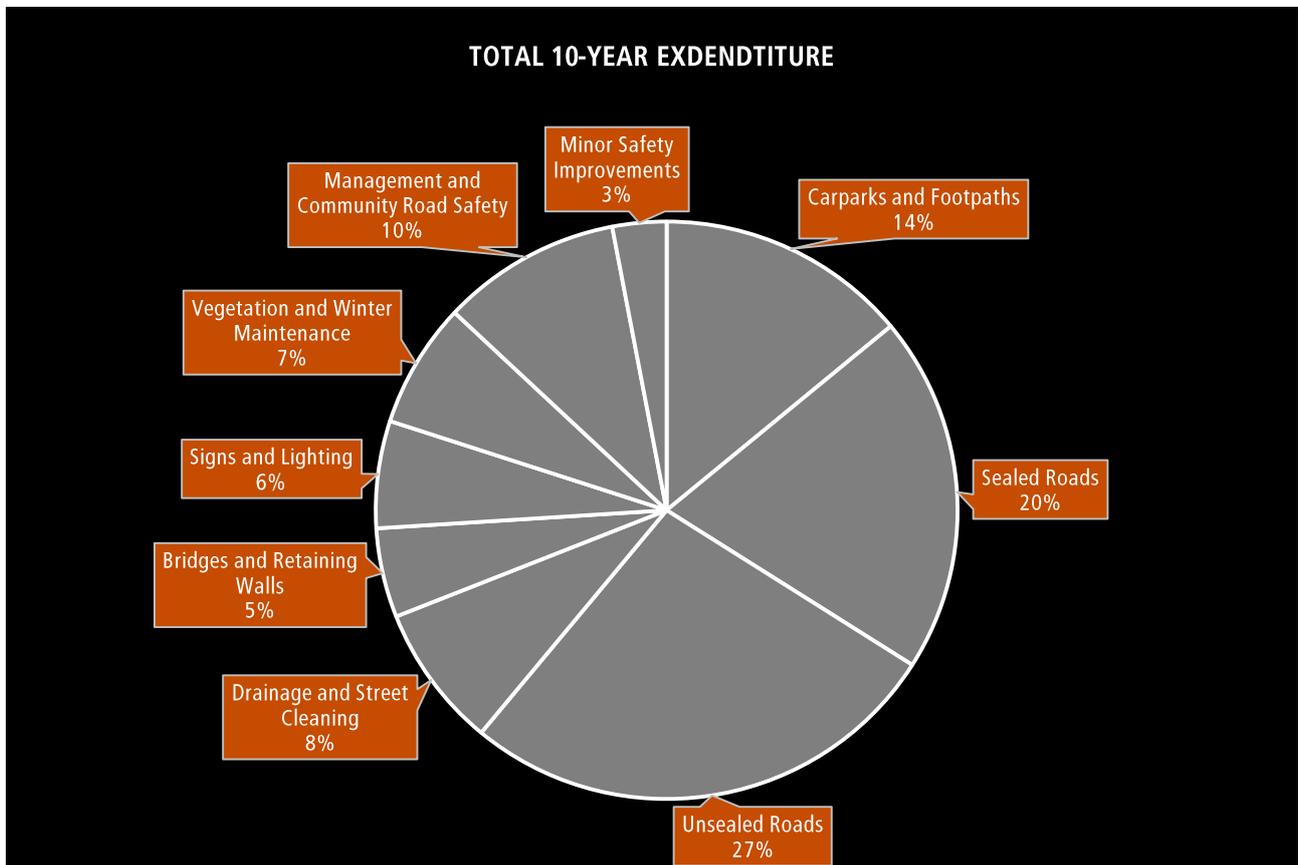
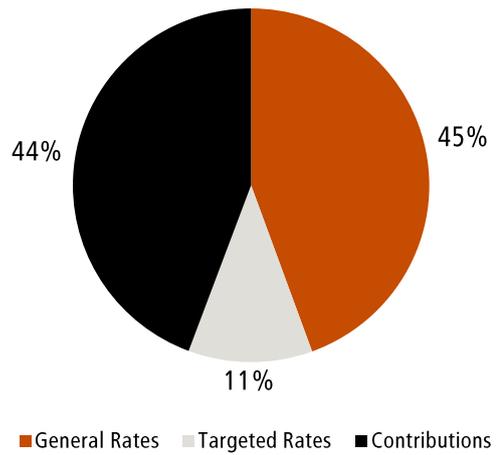
# How we pay for transportation

Roading is the single most expensive activity we undertake as a Council, with **18%** of rates income funding work on our district roading network. Funding for road maintenance comes from two sources – local rates and New Zealand Transport Agency (NZTA) subsidies for specific work. NZTA funding is approved on a three-year cycle.

## How much does transportation cost?



## How is transportation paid for?



# What you can expect from us

Our goal is to ensure you get an efficient, fully accessible, safe roading network. The table below sets out the goals we will be able to measure our success by.

<b>TRANSPORTATION</b>					
<b>Community Outcome</b>	<b>Our Objective Level of Service</b>	<b>How we Measure Success</b>	<b>2013/14 Result</b>	<b>Our Aim Years 1-3</b>	<b>Our Aim Years 4-10</b>
A Thriving Economy	Provide a fully accessible roading network	<b>Percentage of budgeted capital works completed annually</b>	<b>115% of the projects were completed with 96% of the budget</b>	100% of the budgeted works completed and 100% of the budget spent	100% of the budgeted works completed and 100% of the budget spent
		<b>Average length of time to issue a consent for access to a road</b>	<b>1.6 days</b>	≤ 2 days	≤ 2 days
		<b>Average quality of ride on sealed local roads</b>	<b>Smooth Travel Exposure = 94%</b>	Smooth Travel Exposure ≥ 90%	Smooth Travel Exposure ≥ 90%
A Sustainable Environment	Provide an efficient roading network	<b>Percentage of sealed local road network that is resurfaced</b>	<b>New measure</b>	≥ 20km per annum	≥ 20km per annum
		<b>Number of service requests</b>	<b>509</b>	< 600	< 600
		<b>Number of service requests from customers responded to within 10 days</b>	<b>New measure</b>	≥ 90%	≥ 90%

<b>TRANSPORTATION</b>					
<b>Community Outcome</b>	<b>Our Objective Level of Service</b>	<b>How we Measure Success</b>	<b>2013/14 Result</b>	<b>Our Aim Years 1-3</b>	<b>Our Aim Years 4-10</b>
A Safe and Healthy Community	Provide a safe roading network	<b>Change from previous year in number of fatalities and serious injury crashes on local roading network</b>	<b>Number of fatal and serious injuries = 6, no increase on 2012/13</b>	Stable or decreasing trend	Stable or decreasing trend
	Provide a fully accessible roading network	<b>Percentage of footpaths that meet our service standard for footpath condition. Council will be measuring the condition of the footpaths by October 2015 and this will be used to set a baseline for setting the level of service and reporting against in the 2014/15 Annual Report.</b>	<b>New measure</b>	> 70%	> 70%
		<b>Number of journeys impacted by unplanned events</b>	<b>New measure</b>	< 16,423	< 14,000
		<b>Customer satisfaction with condition of unsealed roads</b>	<b>72%</b>	To maintain customer satisfaction at or above 70%	To maintain customer satisfaction at or above 70%



# CREATE GOOD INFRASTRUCTURE

Create good infrastructure in a non-invasive way

## OTHER infrastructure

waste minimisation airports  
elderly persons' housing public toilets  
district/commercial property



## What we do

Through our Waste Management activity **we collect and dispose of your rubbish**, and provide access to transfer stations, green waste sites and recycling drop-off facilities. In the Waste Minimisation side of our activity our focus is to lead, facilitate and **educate the community on wiser use of resources** and environmental sustainability.

THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES:

SUSTAINABLE ENVIRONMENT

SAFE & HEALTHY COMMUNITY

*“Society places no value on rubbish but it still costs money to collect and dispose of it.”*

## Challenges we face

We are changing the way we think about waste – from a focus of managing it to an emphasis on minimising it. By adopting the practices of the waste mantra **‘reduce, reuse, recycle’** we will move towards less waste, more efficient use of resources, better environmental outcomes and long-term affordability.

We need to reduce the amount of waste we generate. Our focus should be on sustainable living practices and taking responsibility at individual and household level for the materials we use.

**Reduce how much waste we make**

We need to stop consuming materials and simply throwing things away. There is no ‘away’. Waste costs and recycling costs too.

**Think harder about wasteful consumption**

# What we have planned

The 15/16 year will be the first year of the new kerbside recycling service. Introduced in May 2015 the service is delivered to all those in the Council refuse collection area so provides a more fair and equitable service across Central Otago by including an additional 2000-plus properties that previously only had access to drop-off facilities. New wheelie bins for glass and mixed recycling will be collected every four weeks.

To keep the service within budgeted rates we have reduced the frequency of kerbside collection but the capacity of the new service over a 4-week period is twice that of the capacity of the previous (weekly) 60-litre crate system.

This new approach, in combination with fortnightly refuse collection, encourages reduction in the amount of stuff we consume, and increases participation in reuse and recycling activities.

Continued reliance on kerbside services to take stuff 'away' would require significant increases in rates and does not influence our ability to reduce consumption of finite resources. We recognise recycling is a valuable transitional step to a more efficient use of resources so in the near term we aim to increase the percentage of waste we recycle, which reduces waste to landfill and starts us thinking about materials we consume on a daily basis.

However simply recycling more is not the best long-term sustainable solution. This is why we have a planned programme of waste minimisation education and initiatives, which includes subsidies and workshops for home composting and cloth nappies, Enviroschools facilitation, and sustainable living events and community learning opportunities.

A breakdown of the major operational expenditure for this activity is outlined below.

## DISTRICT



Management of all waste at transfer stations and closed landfill maintenance monitoring <b>\$9.0million</b> over 10 years.	Waste minimisation education and initiatives to reduce waste <b>\$1.1million</b> over 10 years.
Collection and processing of recyclables <b>\$8.0million</b> over 10 years.	Household hazardous waste amnesty to safely dispose of unused quantities of domestic waste such as paint, solvents and fertilisers <b>\$300k</b> over 10 years.
Rubbish collections <b>\$10.5million</b> over 10 years.	

**Our society is built around the notion of consumption. Changing attitudes towards the value of materials and throwing these away will take time and resources.**

Our response:

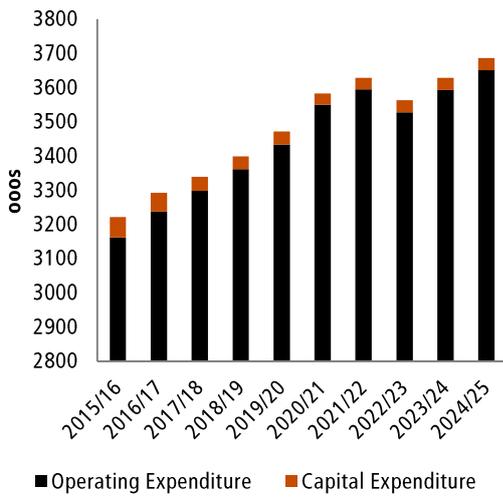
Provide sustainable learning opportunities to educate the community on wise resource use. Funding policies that make it more expensive to dispose of rubbish will encourage people to modify behaviour.

# How we pay for waste minimisation

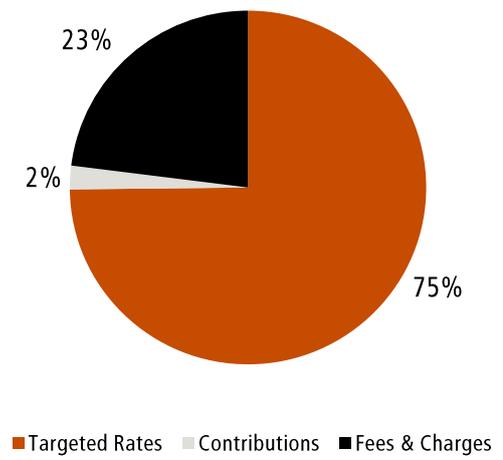
**10%** of rates funds our waste management and waste minimisation activities.

Waste management rates cover far more than just the cost of collecting your rubbish and recycling bins. These charges also pay for transporting and disposal costs, recycling processing, provision of transfer stations, green waste and recycling drop-offs, the servicing of public litter bins and a waste minimisation education programme.

**How much does waste cost?**



**How is waste paid for?**



# What you can expect from us

We will continue to engage the community on sustainable living practices, with the ultimate aim of reducing how much waste we send to landfill and the associated costs – both to our wallet and our planet. The table below sets out the goals we will be able to measure our success by.

WASTE MINIMISATION					
Community Outcome	Our Objective Level of Service	How we Measure Success	2013/14 Result	Our Aim Years 1-3	Our Aim Years 4-10
A Sustainable Environment	Engage the community in waste reduction and wiser use of resources	<b>Total quantity to landfill (tonnes p.a.)</b>	<b>8910 tonnes</b>	Incremental year on year reduction	Incremental year on year reduction
		<b>Total amount generated per rateable property</b>	<b>878kg</b>	Incremental year on year reduction (measured as rubbish + recycling)	Incremental year on year reduction (measured as rubbish + recycling)
		<b>Total amount recycled (tonnes p.a.)</b>	<b>1885 tonnes</b>	Incremental year on year increase	Incremental year on year increase
		<b>Average rubbish wheelie bin weight (kg/bin collected)</b>	<b>16.2kg</b>	Incremental year on year reduction in wheelie bin weight	Incremental year on year reduction in wheelie bin weight
		<b>Percentage of residents satisfied with the execution of waste minimisation and Council's aim of moving towards zero waste</b>	<b>73%</b>	Customer satisfaction ≥ 90%	Customer satisfaction ≥ 90%
A Safe and Healthy Community	Provide compliant waste systems and facilities	<b>Compliance with resource consents for transfer stations, closed and operational landfills</b>	<b>88%</b>	Incremental percentage improvements	Incremental percentage improvements

## What we do

We provide **community housing**, predominantly for the elderly. Council owns 98 flats located in Alexandra, Clyde, Cromwell, Ranfurly and Roxburgh.

We provide **public toilets** in towns across the district and at recreation facilities and parks.

We **own and lease a variety of commercial and farm properties**, and develop land for sale. The income from commercial property is used to fund other Council costs.

We manage the assets at the **airports** at Alexandra, Cromwell and Roxburgh. The users are generally recreational private pilots and some commercial users. There is also an increasing interest in private hangers with residential annex.

We hold a number of land parcels, currently being used as **forestry blocks**. These forests provide an amenity value for the community for walking and biking, and have potential for future development.

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### THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES:



**THRIVING  
ECONOMY**

## Challenges we face

### Elderly Persons' Housing (EPH)

Our population is aging, as is our community housing stock, yet we are not seeing an increasing demand for Council housing. We need to provide a standard of housing that meets future needs and demands while not increasing rates.

**Balance future needs and demands with affordability**

### Forestry

Given our distance from markets and impacts of the Emissions Trading Scheme we are challenged to obtain a return on our investment. In many cases it is more economic to retain existing forests until there is demand for other land uses.

**Seek return on investment**

### Airports

Alexandra Airport requires capital upgrades such as resealing the air strip. Increased income from the airport will assist funding this work. A related challenge is infrastructural constraints. Adequate water supply and power need to be considered if there is to be ongoing development of the airport. This creates a “chicken and egg” situation. More leases would mean more money for services but people are unlikely to be attracted until services are in place.

**Consider development carefully**

### Commercial Property

Our Earthquake-Prone Building Policy has implications for all building owners with older buildings, and this includes Council’s own buildings. We must prioritise the need to strengthen earthquake prone-buildings against risk. Council is only planning to strengthen those buildings that get regular use by reasonable numbers of people. We will be maintaining a watching brief on our legal obligations in this space.

**Prioritise against risk**

## What we have planned

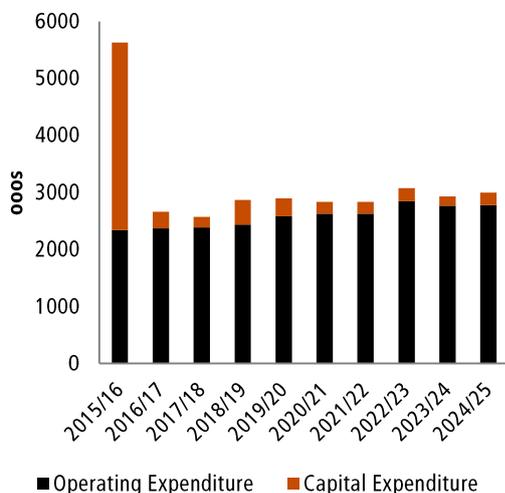
The 10-year budget for other infrastructure totals \$31.2 million. Of this \$25.7 million is for operational maintenance and repairs while capital expenditure totals \$5.5 million.

## How we pay for other infrastructure

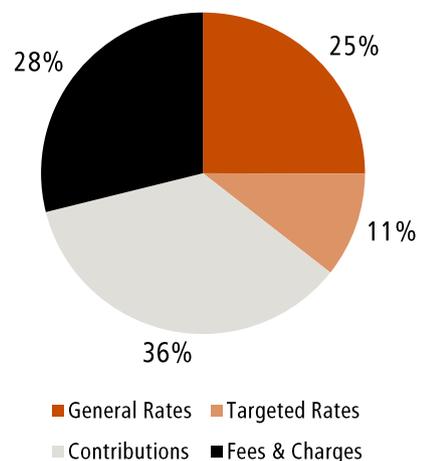
**5%** of rates income goes towards funding community housing, public toilets, airports, forestry and commercial property.

Year 1 capital expenditure includes a budget of \$3 million for property development. This is off-set by \$3 million of property sales and will only be utilised if the opportunity arises.

### How much does other infrastructure cost?



### How is other infrastructure paid for?



# What you can expect from us

We will manage and maintain our buildings and property wisely to meet the needs of our local community and visitors to our district. The table below sets out the goals we will be able to measure our success by.

<b>OTHER INFRASTRUCTURE</b>					
<b>Community Outcome</b>	<b>Our Objective Level of Service</b>	<b>How we Measure Success</b>	<b>2013/14 Result</b>	<b>Our Aim Years 1-3</b>	<b>Our Aim Years 4-10</b>
A Thriving Economy	Commercial buildings are maintained and upgraded where necessary, the prime driver being to maintain the ability to maximise the economic return and the integrity of the asset	<b>Number of complaints received from tenants / leaseholders</b>	0	< 2	< 2
	Each building will be assessed at a frequency required to meet all Building Act and Code of Compliance requirements	<b>Compliance with building WOF requirements</b>	Full compliance	Full compliance	Full compliance
	Housing suitable and affordable for elderly is provided in the main townships until such time as the need can be met by other agencies	<b>Number of units available in the district</b>	98 units	98 units	98 units
	Free public toilets are available for the local community and visitors throughout the district at locations set out in the Public Toilet Strategy	<b>Number of free public toilets</b>	26 available	25	25
	Airports will meet Airways Corporation's four-yearly inspection criteria	<b>Four-yearly inspection and certification by Civil Airways Corporation</b>	Full compliance	Full compliance	Full compliance

# YOU CAN HELP

You can help shape the future of Central Otago

## COMMUNITY services

tourism libraries  
swimming pools economic development cemeteries  
visitor information centres central otago brand  
community planning parks and recreation  
promotion and grants community facilities



## What we do

**Access to parks, reserves, rivers and recreational facilities** is important for our overall well-being. Maintaining a variety of high quality open spaces for the enjoyment of our community is what makes our district an attractive place to live, work and play.

Council’s parks team looks after approximately 13 sport grounds or domains, more than 100 hectares of reserve land, eight cycling and walking tracks, 15 playgrounds, three skateboard facilities, a bike park and three swimming dams or lakes.

The **provision of cemeteries** assists with peace of mind for people, knowing their loved ones will rest in peaceful, well-kept environments. Council is responsible for nine cemeteries in our district, and cemetery trusts manage the balance of them.

### THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES:



## Challenges we face

### Parks and Reserves

We aim to provide recreational facilities that work for the users, whether they are using these spaces for sport or leisure. Our challenge is to work with our community to see what its vision is for our key recreational spaces and reflect this in our reserve management plans and work programmes.

**Partner with community to maintain and enhance our spaces**

### Cemeteries

We will continue to work on the actions in our Cemeteries Strategy and create development plans for some of our cemeteries including the Alexandra, Clyde and Ranfurly cemeteries.

**Continue to roll out development plans**

# What we have planned

Ongoing maintenance of our parks, reserves and cemetery spaces accounts for \$22.8 million of our budget for the next 10 years. Capital projects in the programme follow up on actions flagged in our reserve management plans where we have, in consultation with the community, identified areas for appropriate development and enhancement of our spaces.

Significant projects in the next 10 years include:



## CROMWELL

Paving the fountain at Anderson Park.  
**\$70<sup>k</sup>** in the 2016/17 year.

A playground will be built by the Big Fruit Reserve as part of the reserve redevelopment and Cromwell Town Centre upgrade.

This is budgeted to cost **\$350<sup>k</sup>** and take place within the first 5 years of the plan.



## VINCENT

Alexandra Cemetery landscaping will be carried out in 2015/16.

Additional pontoons will be constructed for Lake Dunstan in 2016/17.

The carpark by the netball courts at Molyneux Park will be extended in 2020/21 at a cost of **\$200<sup>k</sup>**.

The junior playground at Pioneer Park will be relocated and upgraded in 2016/17 at a cost of **\$100<sup>k</sup>**.



## TEVIOT VALLEY

The tennis courts at the Millers Flat Recreation Reserve will be getting an upgrade in 2017/18 with funding coming from the local recreation reserve committee.

# The cost of providing reserves and recreational spaces could be prohibitive if too high.

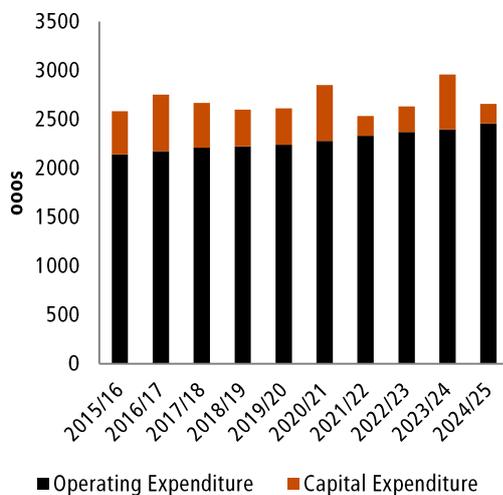
Our response:

We fund parks and reserves from a targeted ward rate to reflect the public good they generate. Recreational facilities are partially funded through user fees to reflect the private good. We will continue to review the costs of facilities.

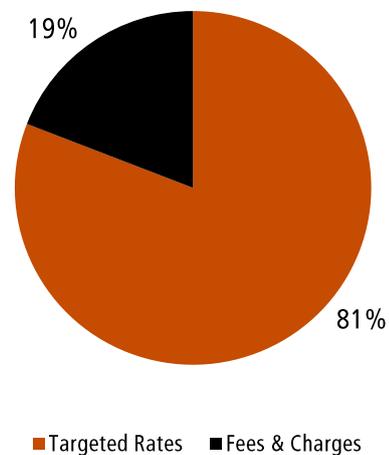
## How we pay for parks, reserves and cemeteries

**8%** of rates is used to maintain and develop our parks and reserve spaces and our cemeteries.

### How much do parks, reserves and cemeteries cost?



### How are parks, reserves and cemeteries paid for?



# What you can expect from us

The community has told us it is important to provide safe and functional parks, reserves, sports grounds, playgrounds and other recreational open spaces. The table below defines the level of service we will provide and how we measure our performance.

<b>PARKS, RESERVES AND CEMETERIES</b>					
<b>Community Outcome</b>	<b>Our Objective Level of Service</b>	<b>How we Measure Success</b>	<b>2013/14 Result</b>	<b>Our Aim Years 1-3</b>	<b>Our Aim Years 4-10</b>
A Thriving Economy	Areas are maintained and operated so that they look good and meet the needs of users	% of residents satisfied with maintenance of parks and reserves	96%	Maintain satisfaction with maintenance of parks and reserves at above 93%	Maintain satisfaction with maintenance of parks and reserves at above 93%
		% of residents satisfied with maintenance of sportsfields	98%	Maintain satisfaction with maintenance of sportsfields at above 93%	Maintain satisfaction with maintenance of sportsfields at above 93%
A Sustainable Environment	To provide access to a network of parks and reserves that meets community demand	% of residents satisfied with parks and reserves through the Resident Opinion Survey	98%	Maintain satisfaction with provision of parks and reserves at above 95%	Maintain satisfaction with provision of parks and reserves at above 95%
		Proportion of residents satisfied with sportfields through the Resident Opinion Survey	99%	Maintain satisfaction with provision of sportsfields at above 95%	Maintain satisfaction with provision of sportsfields at above 95%
		Proportion of residents satisfied with cemeteries through the Resident Opinion Survey	93%	Cemeteries – maintain satisfaction with provision of cemeteries at above 90%	Cemeteries – maintain satisfaction with provision of cemeteries at above 90%
A Safe & Healthy Community	Parks and playgrounds are maintained to a level that is safe for users	% of residents satisfied with maintenance of playgrounds	97%	Maintain satisfaction with maintenance of playgrounds at above 90%	Maintain satisfaction with maintenance of playgrounds at above 90%

## What we do

Our community facilities and buildings **provide local community hubs** for social, sporting and cultural interaction.

CODC provides a **joint library service** with Queenstown Lakes District Council. In our district we run libraries in Alexandra, Clyde, Cromwell and Roxburgh, and we have a partnership with schools in Millers Flat, Omakau and Maniototo. We aim to provide our community with the highest quality library service to meet the informational, educational, recreational and cultural needs of the community.

Our **swimming pools** contribute to the health and well-being of our community and add to the attractiveness of the area. They provide a place for people to learn to swim, particularly for our young people, which we recognise as being vitally important when so much of our district is surrounded by water. We manage the Cromwell Swim Centre and Molyneux Aquatic Centre directly, along with a community swimming pool in Ranfurly. Millers Flat is operated by a community trust and the Teviot Valley Community Board financially supports the school to facilitate swimming.

### THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES:

**THRIVING  
ECONOMY**

**SAFE & HEALTHY  
COMMUNITY**

## Challenges we face

### Community Facilities

Many of our 18 community halls require extra maintenance as they age or face increasing demand for upgrading to higher standards, particularly earthquake-prone building standards.

The Teviot Valley Community Board will close and divest of the Lake Roxburgh Village Hall due to its lack of use, as well as some peripheral land on which the building sits.

We plan to develop management agreements for hall committees outlining the responsibilities of both hall committee and Council to bring a level of consistency to how these facilities are maintained into the future.

**Find sustainable and affordable solutions for maintaining our halls**

## **Libraries**

The challenge for our libraries is constantly adapting to provide what our community needs at any point in time. Keeping up with dynamic changes in technology to ensure the customer experience provided is consistent with modern expectations is important. There is a big shift to digital resources to access information and moving in this direction is about offering more choices to library patrons.

Libraries also serve a vital role as a community hub – where members of the community go to meet, relax, read for pleasure, seek information, share and explore ideas – and we must work to ensure these spaces stand the test of time.

**Adapt to change**

## **Swimming Pools**

The costs of providing swimming pools is high. Heating costs are particularly challenging, so we have agreed to proceed with an initiative to share heating and cooling facilities between Molyneux Aquatic Centre in Alexandra and a relocated ice rink facility in order to bring cost reductions. We have also developed an energy strategy to drive improvements in our energy use at our pool facilities.

Swimming pools are funded by both general rates and user charges. Council endeavours to get this balance right to ensure they are affordable for all users but that a fair share is paid for by those who use the facility more. In order to address this balance we have increased casual pool admission prices, but at the same time introduce concession options to appeal to our regular pool users.

**Look for efficiencies and funding balance**

# What we have planned

The 10-year budget for community facilities, libraries and swimming pools totals \$56.7 million. Of this \$47.5 million is for operational maintenance and repairs while capital expenditure totals \$9.2 million. Major projects within the next 10 years include:

## TEVIOT VALLEY



Disposal of the Lake Roxburgh Village Hall due to low use and high deferred maintenance costs.

## MANIOTOTO



Maniototo Stadium:

Earthquake strengthening **\$21<sup>k</sup>** in 2015/16.

Between 2015 and 2017 install a commercial oven and replace steriliser in the stadium kitchen.

In 2016/17 carpet replacement in the rugby club rooms and lobby, and installation of a mobile stage in 2017/18.

## CROMWELL



Ceiling panel replacement and internal repaint at Tarras Hall **\$40<sup>k</sup>** in 2015/16 and 2016/17.

Memorial Hall redevelopment **\$3.1 million** with \$1.5 million expected in third party contributions/community donations in 2015/16.

Cromwell Town Centre Upgrade **\$2.7 million** over the first 5 years of the plan.

Bannockburn Community Centre **\$197<sup>k</sup>** in 2016/17.

## VINCENT



**\$42<sup>k</sup>** for Clyde Memorial Hall roof replacement in 2015/16.

**\$30<sup>k</sup>** in 2015/16 for a paraplegic toilet at Molyneux Stadium and **\$80<sup>k</sup>** in 2017/18 for earthquake strengthening.

Up to a **\$1.5 million** grant for IceinLine should it secure funding for a new ice rink beside Molyneux Aquatic Centre, which would transfer heat to the pool complex. The intention is that energy savings will fund the loan repayments for the grant.

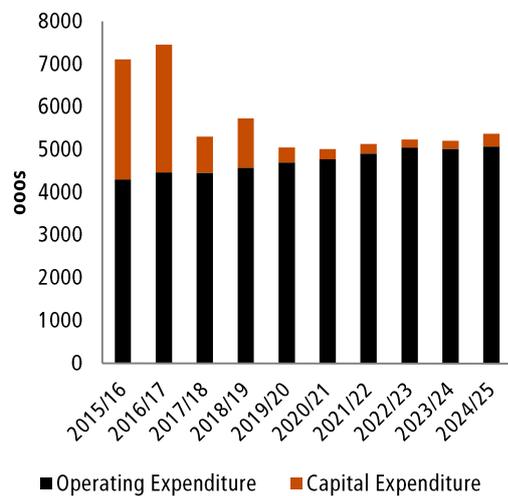
# How we pay for community facilities, libraries and swimming pools

**16%** of rates income ensures the continued provision of community facilities, libraries and swimming pools.

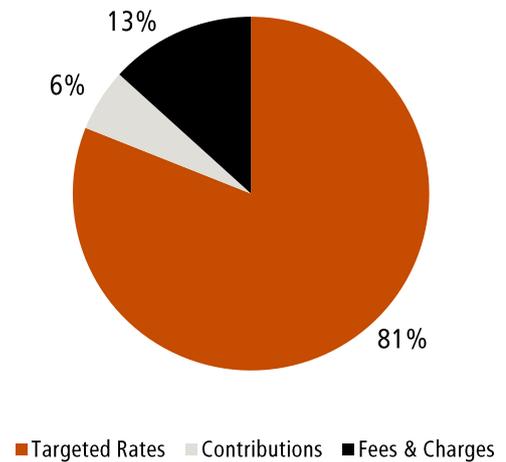
Our pools are funded through both general rates and user charges. We aim to get this balance right to ensure they are affordable for all users but that a fair share is paid for by those who use the facility more. In order to address this balance, we are increasing casual pool entry fees at Molyneux Aquatic Centre and Cromwell Swim Centre in the 2015/16 year by \$1 for children and \$1.50 for adults, while at the same time introducing new concession options.

From 1 July 2015 Maniototo ratepayers will pay the same rate to reflect the library's increased level of service and a service aligned with the rest of the district.

**How much do community facilities, libraries and swimming pools cost?**



**How are community facilities, libraries and swimming pools paid for?**



# What you can expect from us

We aim to provide you with accessible and affordable community buildings, access to all-year round aquatic facilities, and a shared library service that remains fresh and current. The table below defines the level of service we will provide and how we measure our performance.

<b>COMMUNITY FACILITIES, LIBRARIES AND SWIMMING POOLS</b>					
<b>Community Outcome</b>	<b>Our Objective Level of Service</b>	<b>How we Measure Success</b>	<b>2013/14 Result</b>	<b>Our Aim Years 1-3</b>	<b>Our Aim Years 4-10</b>
A Thriving Economy and A Safe and Healthy Community	Community buildings are accessible and affordable to communities based on existing provision	<b>Percentage of residents satisfied with commercial buildings</b>	91%	> 85% satisfied	> 85% satisfied
		<b>A charging policy is in place that demonstrates fees that reflect the level of benefit provided</b>	Not achieved	Charging policy in place	Charging policy in place
	To provide aquatic facilities that meet the needs of the majority of the community	<b>Percentage of users satisfied with the provision of pools through the Resident Opinion Survey results</b>	93%	Maintain user satisfaction at > 90%	Maintain user satisfaction at > 90%
	Aquatic facilities are managed to NZ Water Safety Council "Pool Safe" Standards	<b>Annual "Pool Safe" audit</b>	Pass for both Molyneux Aquatic Centre and Cromwell Swim Centre	To Pass	To Pass
To provide a quality library service through friendly, helpful and knowledgeable staff that enables residents and visitors to have valued library experiences.	<b>Percentage of library users satisfied with the quality of library services</b>	New measure	> 90%	> 90%	

## What we do

We facilitate economic opportunity indirectly with the provision of infrastructure, recreational and cultural assets. We directly facilitate **economic opportunity** with the provision of an economic development programme, a regional **tourism** organisation, **community planning**, **visitor information centres**, managing the **regional brand** and a modest **promotional grants** fund.

THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES:



## Challenges we face

<p>We now have a community developed and community owned Central Otago Economic and Business Development Strategy to steer our course through to 2016. The challenge is to progress the actions specified within it, in partnership with the community.</p>	<p><b>Implement our development strategy</b></p>
<p>Monitoring and adapting to change in the tourism industry, plus keeping pace with consumer and marketing trends are challenges for both Tourism Central Otago and our visitor information centres.</p>	<p><b>Adapt to industry change</b></p>
<p>In both our Tourism Central Otago and regional brand activities a key challenge is building on momentum, looking for new opportunities to promote our region and launching ourselves from the platform of preceding successful campaigns.</p>	<p><b>Continue to build on momentum</b></p>
<p>Council works alongside communities to help them develop their own localised community plan, which articulates a collective vision for the community's special points of difference and provides direction for what it would like to achieve in the short to medium term. Critical to the success of community planning is willing volunteers from the communities themselves to oversee the plan and drive its recommendations.</p>	<p><b>Engage and enable our community</b></p>

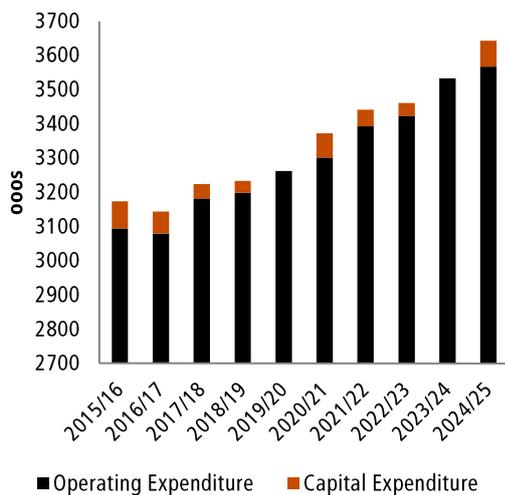
# What we have planned

Total expenditure for the next 10 years for District Development is \$33.7 million, of which \$33.3 million is for operational expenditure. The remaining \$400,000 is capital expenditure.

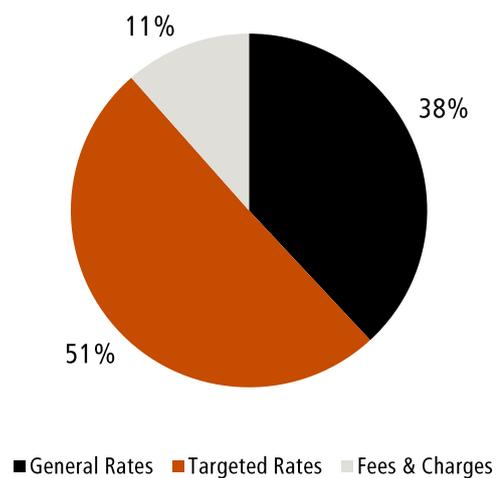
# How we pay for district development

**11%** of rates income is used to fund economic development, tourism, visitor information centres, community development and management of the regional brand, and to support and resource local promotional initiatives through contestable funding grants.

**How much does district development cost?**



**How is district development paid for?**



# What you can expect from us

The table below defines the level of service we will provide and how we measure our performance.

DISTRICT DEVELOPMENT					
Community Outcome	Our Objective Level of Service	How we Measure Success	2013/14 Result	Our Aim Years 1-3	Our Aim Years 4-10
A Thriving Economy	Manage the brand applications and process in a timely manner	<b>End to end time in delivery of approving new brand users</b>	<b>8.5 days</b>	Within 15 working days	Within 15 working days

# Annual Funding Grants

Central Otago District Council provides a number of grants annually to help support and strengthen our local community. Some of the groups, organisations and activities Council has committed grants funding to include those listed below. This is not a comprehensive list and does not capture those groups that apply for contestable promotions, sports, cultural and arts grants rounds.

- Alexandra Blossom Festival
- Alexandra Railway Station
- Alexandra Community Advice Network
- Alexandra Cromwell Youth Trust
- Alexandra Pipe Band
- Anzac Day Observance
- Central Otago Arts Trust
- Central Otago Health Inc.
- Central Otago Motorcycle Club
- Central Otago Sports Turf Trust
- Central Stories
- Cromwell Speedway
- Ettrick Hall
- Keep Alexandra Clyde Beautiful
- Keep New Zealand Beautiful
- Maniototo Early Settlers
- Maniototo Ice Rink
- Maniototo Youth Group
- Meals on Wheels
- Millers Flat Athletics
- Naseby Information Centre
- Omakau Recreation Reserve
- Ophir Pool
- Otago Museum
- Roxburgh Brass Band
- Roxburgh Cemetery Trust
- Roxburgh Community Events Centre
- Roxburgh Squash Club
- Sport Central
- Teviot Museum



# MAKE WISE CHOICES

Make wise choices that last beyond your lifetime

## PLANNING and environment

planning emergency management  
building control  
alcohol licensing dog control and registration  
environmental health



## What we do

Our **planners prepare and implement the District Plan** under the Resource Management Act. The District Plan is applied through processing of resource consents. We provide advice to our customers seeking to subdivide or develop their land. We also monitor conditions of resource consents and District Plan provisions to ensure any effects on the environment are managed appropriately.

Our Building Control team help people build in a safe and compliant manner through a streamlined and cost-effective process. We carry out **building inspections, issue building consents and respond to building-related enquiries**. We issue Land Information Memoranda for customers who are intending to purchase property, and monitor Building Warrants of Fitness for commercial buildings in accordance with the Building Act.

The environmental health activity provides confidence to the community and visitors to our region that our food premises, hairdressers, camping grounds and funeral directors are safe and clean. We **licence and annually inspect registered premises to manage the public health risks** of food and water contamination. We undertake water testing of public and private water supplies. We also respond to noise complaints to minimise nuisance to the community.

### THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES:



*“Adapting to legislative change and guiding our customers through this change is a constant challenge in our Planning & Environment activity.”*

We maintain the social well-being of the district by **monitoring and controlling the sale of alcohol and the number of gaming machines** in the district. Our role, through the District Licensing Committee, involves processing and issuing licences for hotels, restaurants, liquor stores and for special events. We also issue manager’s certificates.

We aim to ensure a healthy and safe environment, free from dangerous and aggressive dogs and to minimise nuisance. We **register and microchip all dogs** in the district, and issue infringement notices to those owners who fail to register their dogs. We **provide education to dog owners** and assist them in meeting their obligations under the Dog Control Act.

We have a responsibility to plan and provide for **civil defence emergency management** within the district and work collaboratively in this planning with the Otago Civil Defence and Emergency Management Group and the Ministry of Civil Defence and Emergency Management. At a local level a number of staff are first line civil defence responders, and undergo training in roles ranging from welfare and logistics coordination through to primary controllers. In 2014 we joined forces with neighbouring council Queenstown Lakes District Council to employ a joint Emergency Management Officer.

Our previous Central Otago **Rural Fire** Authority was part of a merger to form the Otago Rural Fire Authority in July 2014 and our Council now supports this authority.

## Challenges we face

In all areas of our activity we aim to provide people with a streamlined, cost-effective process – whether they are applying for a building or resource consent, a LIM, an alcohol or premises licence, or simply registering their dog.

**Continue to provide streamlined and cost-effective approach**

Changes in legislation and standards, and reviews of policies and plans are a regular thing for our regulatory arm of Council. We are currently undertaking a staged District Plan Review process, responding to changes with the Sale and Supply of Alcohol Act 2013, and Food Act 2014 changes are being phased in. Our challenge is to keep a watchful eye on what's happening in the sector, keep pace with changes, and inform, educate and guide our customers.

**Adapt to change**

## What we have planned

The 10-year budget for planning and environment totals \$30.9 million. Of this \$30.4 million is for operational expenditure while capital expenditure totals \$500,000.

# Changes introduced by Central Government have potential to increase the cost of compliance.

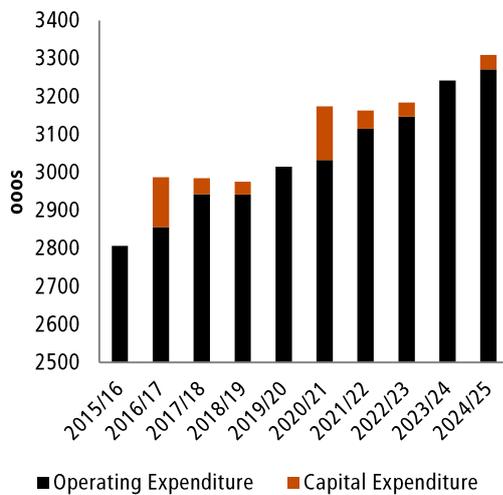
Our response:

We will work with applicants to educate and assist with consent processes to ensure streamlined and cost-effective decisions.

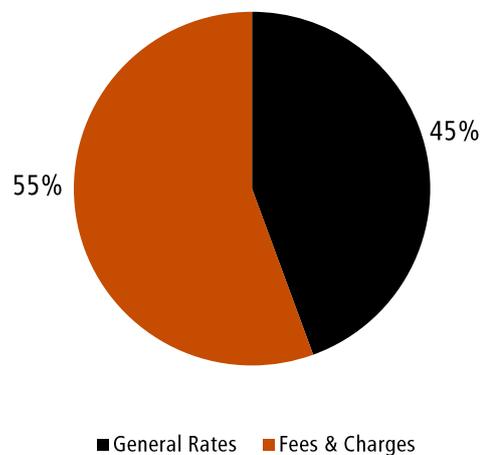
## How we pay for planning and environment

**5%** of rates funds our planning and regulatory activities.

### How much does planning and environment cost?



### How is planning and environment paid for?



# What you can expect from us

The table below defines the level of service we will provide and how we measure our performance.

PLANNING AND ENVIRONMENT					
Community Outcome	Our Objective Level of Service	How we Measure Success	2013/14 Result	Our Aim Years 1-3	Our Aim Years 4-10
A Thriving Economy and A Sustainable Environment	To enable people to develop their land in an appropriate way through a streamlined and cost-effective consent process	<b>Customer satisfaction with resource consent process in Resident Opinion Survey</b>	82%	Maintain customer satisfaction ≥ 75%	Maintain customer satisfaction ≥ 75%
		<b>Resource consents processed within statutory timeframes</b>	99.6%	Resource consents processed within statutory timeframe ≥ 99%	Resource consents processed within statutory timeframe ≥ 99%
A Thriving Economy and A Safe & Healthy Community		<b>Customer satisfaction with building consent processes in Resident Opinion Survey</b>	92%	Maintain customer satisfaction ≥ 85%	Maintain customer satisfaction ≥ 85%
		<b>Building consents processed within statutory timeframes</b>	100%	Building consents processed within statutory timeframe 100%	Building consents processed within statutory timeframe 100%
A Thriving Economy and A Safe & Healthy Community		To help people develop appropriately, and assist in the provision of health and well-being in the community by ensuring that food service premises are hygienic	<b>Annual licensing and inspections programme, including audit of food control plans is completed in accordance with legal and internal standards</b>	100% food hygiene regulations	100% of annual licensing programme completed within reporting period
	To provide a safe and healthy environment in which people may live and travel without fear of dangerous dogs	<b>Customer satisfaction in the Resident Opinion Survey (dog control &amp; registration)</b>	75%	Maintain customer satisfaction ≥ 75%	Maintain customer satisfaction ≥ 75%

## PLANNING AND ENVIRONMENT

Community Outcome	Our Objective Level of Service	How we Measure Success	2013/14 Result	Our Aim Years 1-3	Our Aim Years 4-10
A Safe & Healthy Community	Community satisfaction with Council performance	<b>Resident Opinion Survey – satisfaction with rural fire services</b>	95%	Greater than 95%	Greater than 95%
	Community satisfaction with Council performance	<b>Resident Opinion Survey – satisfaction with Emergency Management (Civil Defence)</b>	94%	Greater than 90%	Greater than 90%

# MAKE THIS A BETTER WORLD

Make this a better world for those that succeed us

## GOVERNANCE and corporate services

communications  
administration buildings accounting  
financial planning and reporting elected members' support  
customer service and administration rates information systems  
personnel



## What we do

The governance activity is at the forefront of everything we do. While the Council provides many different services, it is the governance activity that supports elected members to be effective and responsible decision-makers. Within this activity we **facilitate and support Council and community boards**, ensure agendas are published and available to the public, and run local body elections every three years.

The corporate services activities **provide support across the organisation** that allows Council to function efficiently and effectively. It includes our accounting, financial planning and reporting, rating, policy, information systems, communications, and customer service and administration activities.

### THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES:



*“Ensure the community has access to relevant, timely and meaningful information and create opportunities for the public to influence decision-making.”*

## Challenges we face

We want to be the best organisation we can be. This drive to be the best and deliver cost-effective and efficient services to our community includes investing in technology to assist us in this changing environment we live and work in. This includes electronic tablets for our elected members, looking to revamp our meeting spaces, and investing in information technology to enhance our communications and engagement with our community.

**Focus on continual improvement**

A challenge for our elected members is to weigh up affordability with suitable investment in our district to ensure progress continues and this remains a great place to live, work and play – a tricky balancing act. Increasingly our focus is widening to look at the big picture and the knock-on effects of decisions. Part of having that big picture view is ensuring the views of, and impacts on, our community are understood and fed into the process.

**Think big picture  
and long term**

Our customers' needs are varied and continually evolving. To meet these needs we must provide an efficient and consistent level of service, and invest in technology to aid us with this goal. This includes such things as telephony system upgrades and online services capability, to looking for opportunities to make our Council office spaces more efficient, inviting and engaging.

**Invest in technology  
to help us work  
smarter**

We are looking at new and better ways to engage our community in the decision-making process and encourage an interest in Council happenings, such as drop-in sessions with elected members, information stands and social media. It isn't about "out with the old and in with the new" though, but rather it's about offering a variety of ways to get involved to suit a diverse audience.

**Keep engagement  
fresh**

## What we have planned

The 10-year budget for governance and corporate services totals \$56 million. Of this \$47.4 million is for operational expenditure while capital expenditure totals \$8.6 million.

### DISTRICT



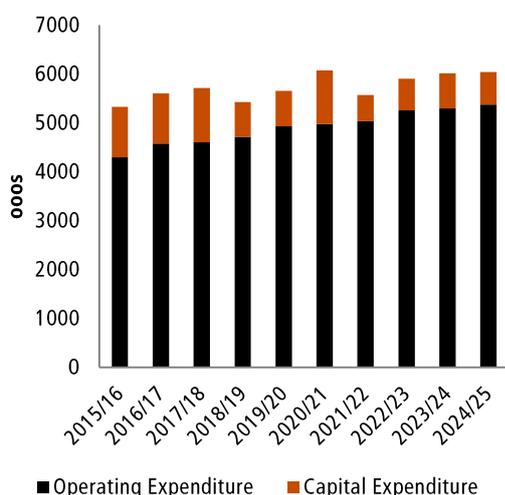
A Representation Review will be held in 2018 to look at future governance arrangements for the district.

During the period of this LTP we will hold local government elections in 2016/17, 2019/20 and 2022/23.

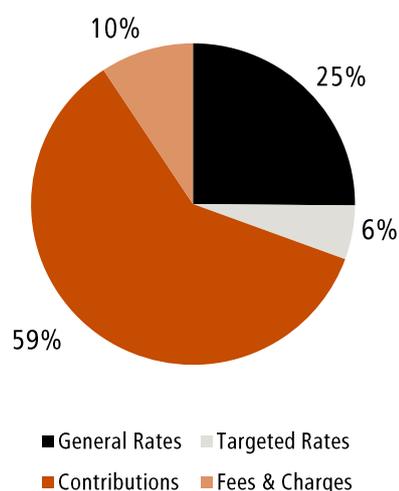
# How we pay for governance and corporate services

**1%** of rates goes towards funding the many and varied activities that fall under the umbrella of governance and corporate services.

**How much does governance and corporate services cost?**



**How is governance and corporate services paid for?**



## What you can expect from us

We know you want elected representatives you can trust to lead and make wise decisions on your behalf. The table below sets out the goals we will be able to measure our success by.

GOVERNANCE					
Community Outcome	Our Objective Level of Service	How we Measure Success	2013/14 Result	Our Aim Years 1-3	Our Aim Years 4-10
A Thriving Economy	Satisfaction with the leadership, representation and decision-making by elected members	Resident Opinion Survey - those satisfied with the performance of elected members of local community boards	83%	> 85%	> 85%
A Sustainable Environment					
A Safe and Healthy Community		Resident Opinion Survey - those satisfied with the performance of elected members	82%	> 85%	> 85%

We strive to deliver great customer service to our community and provide meaningful opportunities to be engaged with Council. The table below sets out the goals we will be able to measure our success by.

<b>CORPORATE SERVICES</b>					
<b>Community Outcome</b>	<b>Our Objective Level of Service</b>	<b>How we Measure Success</b>	<b>2013/14 Result</b>	<b>Our Aim Years 1-3</b>	<b>Our Aim Years 4-10</b>
A Thriving Economy	Satisfaction with the initial contact with Council	<b>Resident Opinion Survey – the service was fast and efficient.</b>	94%	> 90%	> 90%
		<b>Resident Opinion Survey – the service was friendly and courteous</b>	97%	> 90%	> 90%
		<b>Resident Opinion Survey – issues dealt with effectively</b>	86%	> 80%	> 80%
A Sustainable Environment	Satisfaction with contact regarding service requests	<b>Resident Opinion Survey – the service was fast and efficient</b>	80%	> 80%	> 80%
		<b>Resident Opinion Survey – the service was friendly and courteous</b>	91%	> 90%	> 90%
		<b>Resident Opinion Survey – issues dealt with effectively</b>	77%	> 75%	> 75%
A Safe and Healthy Community	Satisfaction with the overall effectiveness of Council communications	<b>Resident Opinion Survey – overall effectiveness of communications</b>	79%	> 80%	> 85%

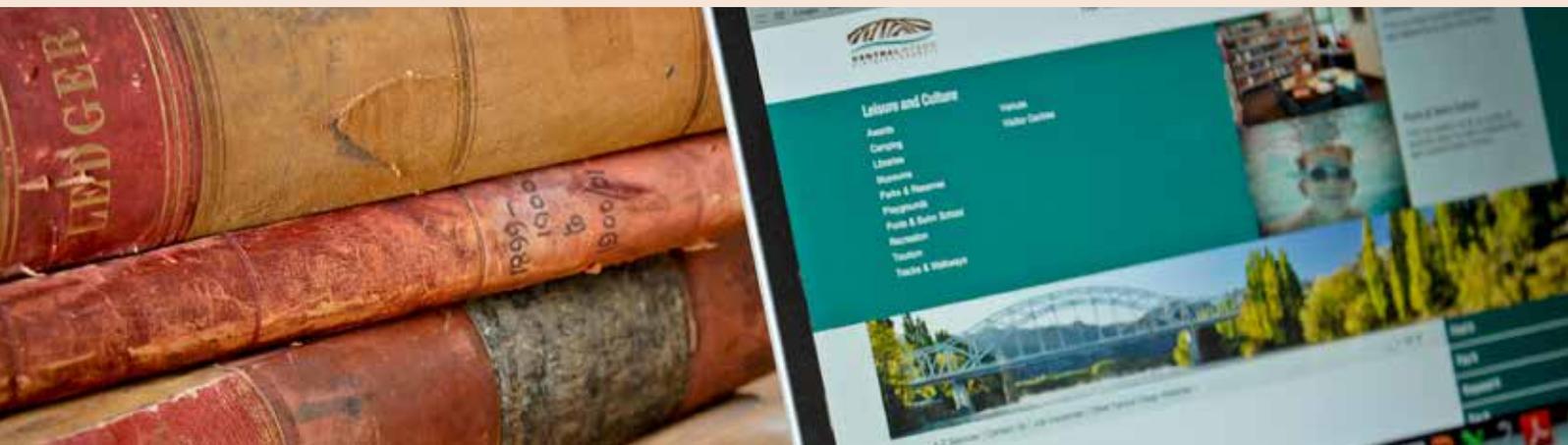


# EMBRACE NEW IDEAS

Embrace new ideas and thinking

# STRATEGIES

infrastructure strategy  
financial strategy



# INFRASTRUCTURE STRATEGY

## Managing our assets

### 1. Purpose of an Infrastructure Strategy

With seemingly ever increasing costs and level of service expectations Council will need to prioritise its expenditure to fit within funding limitations imposed by Council's financial strategy. The Infrastructure Strategy is seen as key to identifying Council's priorities and desired outcomes, and will be instrumental in determining the relative importance and timing of infrastructure projects.

### 2. Background

This strategy will influence investment in infrastructure associated with the following core services of Council:

- Provision of potable water to ratepayers
- Collection, conveyance, treatment and disposal of wastewater
- Collection, conveyance, potential treatment and disposal of stormwater
- Transportation

The value of Council's core infrastructure covered by this strategy as at 30 June 2014 is illustrated in the following table:

Asset	Description	Replacement Value
<b>Water</b>		
Water Source Treatment Conveyance Distribution	Alexandra	\$23.2 million
	Bannockburn*	\$4.4 million
	Clyde	\$6.5 million
	Cromwell*	\$30 million
	Naseby	\$2.2 million
	Omakau & Ophir	\$2.4 million
	Patearoa	\$2.9 million
	Pisa Village	\$1.4 million
	Ranfurlly	\$6.9 million
	Roxburgh	\$5.2 million
	<b>Water Total</b>	<b>\$85.2 million</b>

Asset	Description	Replacement Value
<b>Wastewater</b>		
Collection Conveyance Treatment Discharge	Alexandra	\$22.6 million
	Bannockburn	\$2.2 million
	Cromwell	\$30 million
	Naseby	\$2.5 million
	Omakau	\$1.8 million
	Ranfurly	\$5 million
	Roxburgh	\$5.6 million
	Roxburgh Village	\$0.8 million
	<b>Wastewater Total</b>	<b>\$70.7million</b>
<b>Stormwater</b>		
Collection Conveyance Discharge	Alexandra	\$7.8 million
	Clyde	\$3,550
	Cromwell	\$18.8 million
	Omakau	\$0.14 million
	Ranfurly	\$1.9 million
	Roxburgh	\$1.2 million
	Roxburgh Village	\$0.4 million
	Pisa	\$0.12 million
	<b>Stormwater Total</b>	<b>\$30.4 million</b>
<b>Transportation</b>		
Road Reserves Formed Roads Bridges Footpaths Road Corridor Assets	Land	\$10 million
	Formation	\$285.9 million
	Sealed Roads	\$67.8 million
	Un-sealed Roads	\$21.7 million
	Car Parks	\$2.3 million
	Drainage	\$18 million
	Footpaths	\$17.7 million
	Stormwater Channels	\$17.7 million
	Traffic Facilities	\$2.1 million
	Minor Structures and Railings	\$2.9 million
	Bridges	\$73.2 million
	Street lights	\$2 million
	<b>Transportation Total</b>	<b>\$521.3 million</b>
	<b>Total</b>	<b>\$707.6 million</b>

\* Cromwell and Bannockburn are part of a single water supply scheme

Central Otago District Council (Council) operates nine water supply and eight wastewater schemes on behalf of the communities of the Central Otago District. Clyde does not have a wastewater scheme and the need for a wastewater scheme is a key issue identified in this strategy.

Increasing demands are being placed on water supplies to meet water quality standards and on wastewater networks to eliminate potential overflows and improve the quality of treated effluent discharged to the natural

environment. All of Central Otago’s communities are being challenged to meet these requirements now and into the future.

There has been no significant deferral of renewal investment to date. Significant investment associated with water supply treatment and wastewater treatment upgrade projects have been deferred in the past. These projects are considered to be discretionary in terms of their timing, and have previously been deferred for affordability reasons.

Critical 3 waters infrastructure have been identified for each scheme. Specific proactive maintenance programmes and renewal strategies will be developed for critical infrastructure in the near future.

The transportation network in Central Otago is comprised of 511km of sealed roads and 1374km of unsealed roads. Much of the network is classed as low volume, with 86% of the network having less than 200 vehicles per day, and 62% less than 50 vehicles per day.

Of the 175 bridges, 35 will come to the end of their economic life in the next 30 years. The challenge presented by ageing bridges on low volume roads will be compounded by land use change occurring through and at the extent of the roading network. Streetlights are also at the end of their useful life and this presents an opportunity for Council to take advantage of technology changes to deliver a more efficient service.

Management of a far reaching network, providing access into rural flat land and high country together with urban centres in often extreme climatic conditions has its own unique challenges.

The world of difference that is Central Otago, with its wide open spaces and low (but growing) population counts, brings the hurdles of sustainability and affordability to the challenge of managing and maintaining these essential services.

Financially Council cannot undertake all of the work at once and therefore the implementation and completion of necessary projects will need to be delayed in order for projects of higher priority to be completed.

The development of this Infrastructure Strategy for Central Otago will influence the way in which the district’s Infrastructure projects will be prioritised in relation to each other.

Figure 1: Central Otago District



## 2.1 Three Waters Activities

Managing water, wastewater and stormwater is a key local authority function. What local authorities must do in relation to 3 waters is outlined in legislation including the Local Government Act 2002, the Resource Management Act 1991, the Public Health Act 1956, and the Health (Drinking Water) Amendment Act 2007.

### Water Quality Management

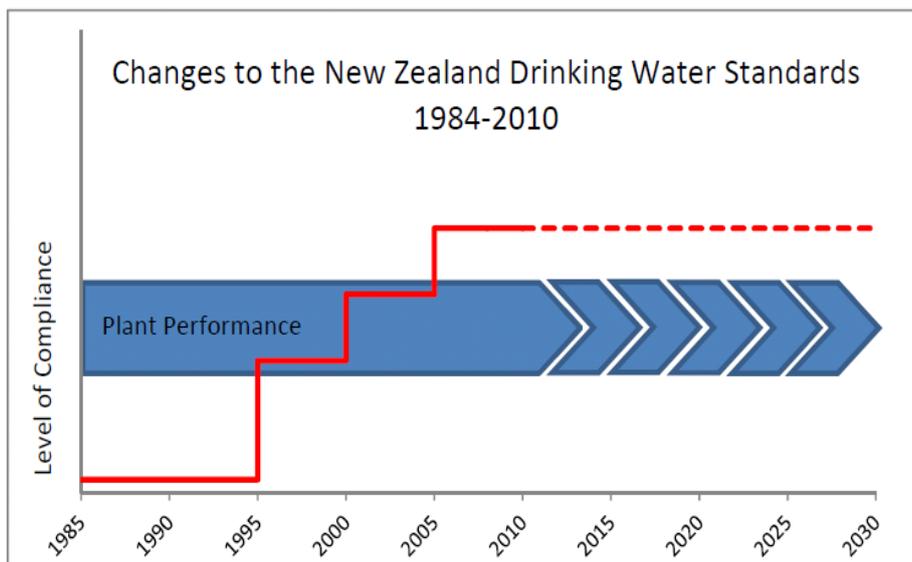
Reticulated water quality is managed in accordance with The New Zealand Drinking Water Standards 2008 (DWS). These are issued by the Ministry of Health, in accordance with section 690(1) of the Health Act 1956 (as amended by the Health (Drinking Water) Amendment Act 2007).

The DWS prescribe the maximum level of substances, organisms and contaminants that may be present in drinking water.

Historically these standards have increased over time. Treatment plants which once complied with the guidelines no longer meet them. Many CODC water supplies are in this position.

The Health Act requires that water suppliers "take all practical steps" to comply with the DWS. This can mean different things. Small communities may operate boil water notices as the main management tool. Larger communities may make substantial financial investment to improve water quality.

Figure 2: General performance of water treatment plants compared to changing standards in recent years



Water is graded by the Ministry of Health. Any risks associated with the water source, treatment methods, storage, distribution or operations are compared to the DWS standards. Central Otago's typically low grading largely reflects the risk of the source water quality (i.e. open rivers and unsecure bores) and the level of treatment to manage the risk to public health.

Any gap between the DWS and water quality must be managed through a Water Safety Plan (WSP). This plan identifies each risk and how it will be managed to protect public health. Alexandra has an approved plan. Plans have been drafted for Clyde, Omakau, Roxburgh, Cromwell and Ranfurly.

## Wastewater Management

Simply put, wastewater is what goes down the drains from our homes and workplaces. Wastewater is approximately 99% water. The remainder is everything else we pour or flush down our drains including chemicals and bugs which must be treated or removed to protect public health and the environment.

Wastewater management is largely governed by the Resource Consent requirements imposed by Otago Regional Council. These conditions relate to acceptable levels of various chemicals, materials and bugs in discharges to land or fresh water. Other consents dictate the acceptable level of odour or “discharge to air”.

As with water, consent requirements have typically increased over time. Wastewater plants that were previously compliant may be no longer. Where effluent discharges are non-compliant, sludge build-up in oxidation ponds results in high odour or plant capacity is reduced from growing industry or population, significant capital works or plant upgrades may be required. In Cromwell, for example, the predicted life of disposal ponds has reduced considerably from the original design capacity.

## Stormwater Management

Stormwater is the water runoff from urban areas that is not absorbed into the ground and flows into natural water courses. Stormwater management across the district is a combination of on-site disposal (soak pits), reticulation (mud pits and pipes) and open storm water drains.

Annual rainfall in Central Otago is relatively low with few significant storm events. Ponding on verges, footpaths and roadsides tends to be infrequent, but can take some time to disperse after a rainfall event. The cost of providing for occasional extreme stormwater events is significant.

Of current interest to regulatory bodies is the effect of stormwater washing heavy metals and non-organic matter off hard surfaces and into waterways. Higher levels of stormwater treatment may be required in the future to protect water quality.

## 2.2 Transportation Activities

The Transportation activity enables the movement of goods, people and services across our district.

This includes:

- Providing a network of 1886km of formed roads, 175 bridges, 146km of footpaths and car parks that meet the needs of users
- Managing access to the road corridor for the location of services such as electricity, telecommunications, water and wastewater, and community events
- Managing the impacts and access from adjoining land
- Managing the land in unformed legal roads
- Influencing road user behaviour and choices

Council’s transportation activity not only seeks to deliver defined levels of service to the road users, but through doing so also contributes to the 2015 Government Policy Statement (GPS). The GPS contains the outcomes the Government expects from the transportation activity, the Otago Regional Land Transport Plan, and the wider Council and Community outcomes.

In 2014 the One Network Road Classification (ONRC) was introduced in New Zealand to standardise data and create a road classification system which identifies the level of service, function and use of road networks and state highways. The ONRC also defines the nationally expected fit for purpose levels of service for each road classification to better enable delivery of value for money.

Council has now classified the network in accordance with the ONRC, and started comparing current levels of service to those defined as fit for purpose in a national context.

## **2.3 Infrastructure Performance**

### **Water Performance**

Our current water performance against levels of service is demonstrated in detail in the 3 Waters Activity Management Plan.

The level of service that water is not meeting relates to resident satisfaction with water quality. Although the number of complaints that Council receives per 1000 properties is at one of the lowest levels in New Zealand, resident satisfaction with water quality sits at around 55% against a target performance of 90%. This level of dissatisfaction is attributed to the high scaling tendency associated with the Alexandra water scheme and the frequent need to issue boil water notices on the Omakau and Naseby water schemes. Investment in upgrades for each of these schemes has been identified in 2015/16, 2016/17 and 2017/18 years of this strategy.

Unplanned water supply interruptions within Central Otago's schemes are high in the national context. Through trending of faults this has been shown to be due to a high number of service connection failures. Council is beginning to address this by systematically removing the number of connections with a rider main installation programme.

### **Wastewater Performance**

Our current wastewater performance against levels of service is demonstrated in detail in the 3 Waters Activity Management Plan.

Discharge volumes at the Omakau, Cromwell, Roxburgh and Ranfurly wastewater treatment plants regularly exceed consent limits. Upgrades to these facilities are planned in this strategy to address these shortcomings.

Wastewater complaints for CODC networks are very low in comparison to other councils. This would suggest a stable and dependable performance of our wastewater system.

### **Stormwater Performance**

Our current stormwater performance against levels of service is demonstrated in detail in the 3 Waters Activity Management Plan.

Although the number of service requests received from customers is higher than what has been targeted, Council receives minimal complaints relating to stormwater from our customers. This result reflects the small volume of rainfall and flooding events experienced in Central Otago each year.

There are no significant performance issues relating to stormwater that justify investment.

### **Transportation Performance**

Central Otago's transportation activity meets or exceeds the majority of outcomes identified in One Network Road Classification Technical and Customer Levels of Service.

The areas where performance does not meet these customer levels of service is in amenity and accessibility associated with low volume access roads (predominantly lanes and tracks). This predominately relates to the frequency of metalling and grading activities programmed for lanes and tracks not meeting customers' expectations. Changes in farming practices on land accessed by these roads has resulted in increased traffic frequency and loading on routes that were never intended for such use. In most if not all cases, Council is retrospectively informed of such changes and their impacts.

As discussed under Challenges we face today and into the Future (page 91), any increases in the levels of service provided for these types of roads will need to be balanced by reductions in levels of service delivered on other roads. Alternatively, increased expenditure will need to first be matched by an increase in our customer’s willingness to pay. Until consultation on these issues take place, no changes will be made to existing work programmes.

Council has implemented efficiency changes over the past decade to keep our costs relatively low while providing levels of service that are largely consistent with national standards. As a result the investment in maintaining, operating and improving the network is one of the lowest in the country.

Source: NZ Transport Agency funding and network data.

### 3. Strategic Context

#### 3.1 Strategic Framework

The following diagram identifies the key strategic priorities for infrastructure delivery. The existing and future challenges, together with the context of community outcomes have been grouped into a strategic framework with the objective of focusing Council’s thinking towards developing key strategic priorities.



## 3.2 Interpretation

Through this process, Council identified a number of key priorities that reflected the importance that Council places on key aspects of the Central Otago community.

Central Otago's key priorities have been identified as:

- Managing risk appropriately
- Strategic decision making
- Affordability
- Quality of service
- Meeting legislative obligations
- Protecting the environment of Central Otago

The majority of these priorities are self-explanatory. The priority of protecting the environment of Central Otago recognises that the unique culture and heritage that defines Central Otago is an essential component of our district being a world of difference that must not be lost.

In a broad sense the key priorities and their order of weighting inform Council of the need to get the basics right first, manage risks, ensure continuity of existing services and meet existing legal obligations, before looking to enhance existing services. Above all else, we need to programme "discretionary" projects to ensure that core services within the district remain affordable.

Council will programme the timing of discretionary projects to manage Council expenditure within the parameters of Council's Financial Strategy to the greatest degree practical.

Council has identified that the protection of environment of Central Otago – our culture and rich heritage is of utmost importance in terms of key priorities. This priority aligns with protecting public health, and ensuring a safe and healthy community. To Council this means prioritising projects that minimise or eliminate disruptions to existing services.

Investment will be prioritised based on addressing the highest risks first together with projects required to ensure compliance with the conditions of relevant consents.

After addressing the basics, Council will give consideration to wider strategic drivers such as lifecycle considerations, optimising investment, enabling growth, asset interdependencies and enhancing levels of service.

Council's key strategic actions derived from the identified key priorities are identified below.

## 3.3 Key Strategic Actions

Council will implement the identified key strategic priorities by undertaking the following actions when prioritising capital investment:

- Manage expenditure within the parameters of Council's financial strategy to the greatest degree practical
- Prioritise projects that minimise or eliminate disruptions to existing services
- Prioritise projects that reduce or eliminate impacts on the natural environment
- Address the highest risks first
- Ensure compliance with the conditions of relevant consents
- Consider wider strategic drivers

These actions provide context and a framework to the prioritisation of capital investment in core infrastructure activities. The timing of investment projects identified in this strategy have been prioritised based on Council's key strategic priorities and actions.

## 4. Challenges

Strategically, Council will need to give consideration to the following aspects as investment associated with the delivery of defined levels of service is scoped, prioritised and programmed.

- Affordability
- Sustainability
- Protect public health and safety
- Appropriately manage risk

The two key principles that underpin our Long Term Plan are sustainability and affordability. In everything we do as a Council we want to ensure we are operating in an affordable and sustainable manner. These principles aim to balance people's ability to pay with the need to maintain assets and deliver services so the community gets the best value for money.

In addition to this it is Council's duty to improve, promote and protect public health within its district.<sup>1</sup> In balancing affordability and sustainability with a need to protect public health, Council will be challenged with managing any risks associated with the project and/or delaying or not undertaking a project.

Amidst all the change taking place now, Council needs to be mindful of the context of the challenges that we face now and will face in the future, including:

- **Growth and Decline**
  - Ageing population
  - Depopulation of rural towns
  - Land use change
  - Urbanisation
- **Compliance**
  - Increasing national standards/ legislative reform and compliance
  - Appropriate levels of service
- **Resilience**
  - Climate change
  - Community resilience
  - Aging infrastructure
  - Community expectations
  - Natural hazards (including earthquake resilience)
  - Risk management
  - Enabling better decision making

Each of these aspects present challenges that will need to be considered in terms of their current and ongoing influence on the services that council provide and the assets that are in place to deliver defined levels of service.

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<sup>1</sup> Health Act 1956, Part 2, S23.

## 4.1 The Challenges we face today and into the Future

### Increasing National Standards/Legislative Reform and Compliance

There is a lot happening nationally in the 3 Waters space. The expectations of Local Government for managing infrastructure and water resources are increasing. The depth, breadth and timing of all of these changes will be the most significant driver of work for CODC Water Services over the next 3 to 10 years and beyond.

The Local Government reforms underway are likely to be the most significant changes to the Local Government Act since 2002 and have come into effect for the 2015 LTP. These apply to all activities across Council and among other things, place a greater emphasis on asset management and strategic decision making.

There is a clear directive from central government to improve the quality and management of water resources, both potable and wastewater. The Health Act requires all public water providers to 'take all practicable steps to meet Drinking Water Standards'.

Section 69W of the Health Act requires 'every drinking water supplier must take reasonable steps to ensure that the drinking water supplied by that drinking water supplier is wholesome'. The Health Act defines wholesome as being both potable and of high quality aesthetically. Aesthetical qualities include water hardness, clarity, odour and taste.

While the industry is yet to provide any context on what 'all practicable steps' involves, Public Health South has intimated to this Council that they will consider practicality from a district wide perspective.

The majority of our water schemes will require upgrades to their water supply treatment plants in the next 5-7 years.

The National Policy Statement for Freshwater Management 2011 will shift resource consenting of wastewater treatment from an effects based process to a standards based process, or more specifically, a permitted activity consenting process. This means that many of our wastewater treatment plants will also require upgrades to comply with a higher standard of discharge consent.

Furthermore, there is also significant work underway by the Land and Water Forum NZ, with the most recent report recommending "integrated decision-making in catchments, continuous improvement of management practices and clearer rights to take and use water within set limits". What this specifically means for CODC is currently not clear but it does give an early signal that the management of water must enable the delivery of national directives.

Specific investment relating to this challenge includes:

- New source and water treatment plant for Alexandra and Cromwell wastewater treatment plant upgrade
- Drinking water treatment plant upgrades (Naseby, Omakau, Ranfurly, Patearoa and Cromwell)
- Wastewater treatment plant upgrades (Omakau and Naseby)
- Stormwater discharge water quality improvements

These projects have cross over into other challenges identified below. Further detail on these projects is included in section 5.2 and 5.3.

### Varying Levels of Service and Associated Costs across the District

Many of our schemes were originally engineered to be low cost and high volume so our treatment processes are relatively basic by modern standards. They rely on our water sources being of high quality. Today, each of our townships receives water from sources of varying quality and with varying treatment capability. Yet each scheme pays vastly different costs.

What this means is that townships such as Naseby and Omakau, with populations in the hundreds will have to upgrade their infrastructure to meet a similar standard of water and wastewater treatment as Cromwell and Alexandra, with populations in the thousands.

Service level disruption occurs in the Omakau, Naseby, Ranfurly and Patearoa water supply schemes during periods of high turbidity in the source water which results in the necessity to boil water for potable purposes. Investment to

address such disruptions has been identified; however the respective communities' ability to afford this investment is yet to be determined. At present projects for Omakau and Naseby are identified in the 2017 and 2020 financial years respectively.

We will endeavour to deliver solutions that are affordable and fit for purpose for our communities, and consult openly on all proposed changes. But it is increasingly clear that the standardisation of 3 waters infrastructure outcomes nationally will result in an inequitable level of cost borne by our townships.

Investment to meet and address these challenges include:

- water source upgrades to address community expectations associated with aesthetic qualities of potable water coupled with compliance with the 2008 New Zealand Drinking Water Standards; and
- wastewater treatment plant upgrades to ensure compliance with resource consent conditions.

Projects will be staged where possible to make them more affordable to the community they serve.

Major investment in water infrastructure applies to Alexandra, Ranfurly, Patearoa and Cromwell, with smaller investment in Naseby and Omakau.

In anticipation of new regulatory requirements associated with stormwater, allowance has been made for the installation/construction for the treatment of reticulated stormwater flows prior to discharge to receiving water bodies.

Unlike the 3 Waters, transportation is largely delivered using the same cost basis across the entire district. This means that the levels of service and relative cost for roads and bridges are the same for users across the district. The exception to this is delivery of footpaths and car parks which are managed at ward level, and therefore have varying levels of service and cost within each ward

The ONRC classifications are being applied to the transportation network and levels of service will be transitioned to match the ONRC performance framework over the 2014/15 to 2016/17 period within a modest increased level of investment. Council also has a roading hierarchy that sits under the ONRC to enable further classification based on the primary purpose of each road and to apply appropriate levels of service. The level of service on some of the lowest volume rural roads does not meet land owners expectations or needs for accessibility or roughness for the future.

We are collaborating with Waitaki District and Dunedin City Council to develop a Roding Network Plan (RNP). This is a business intelligence tool that geospatially maps traffic volume, ONRC classifications, hierarchy, rates income, road expenditure, and a proxy for the economic value of produce from land. This tool will greatly assist in understanding the economic impacts of our decisions and priority setting and will identify roads where current levels of service may be higher than necessary or roads where there is a case for increased levels of investment. This tool will also provide information for use in the review of the policy for Inclusion of roads to the roading hierarchy.

The RNP will also enable comparison of levels of service across all three districts, and provide information regarding the impact on the roading network of further changes in rural land use. This information will form the basis for community consultation regarding future levels of service in the 2015-18 period.

### **Enabling Strategic Decision Making**

A seemingly simple service like running water and flushing toilets actually requires substantial amounts of resource, training and knowledge. We are facing a number of challenges that require strategic decisions.

#### Maintenance and Renewal of Assets

Maintenance is a mechanism to ensure our assets continue to deliver the required level of service. If planned and timed appropriately, it can slow down deterioration and delay asset renewal/replacement at an optimal cost. If planned poorly, it can lead to maintenance that is reactive, that can be more costly in the long run and increase the chances of early asset renewal/replacement.

Central Government is placing more emphasis on a managing the lifecycle of assets through planned maintenance and better understanding the condition of our assets over time.

The awarding of Council's 3 Waters Operations and Maintenance Contract to Fulton Hogan (and the savings that this delivered) has presented Council with an opportunity to develop and implement a planned maintenance programme to deliver optimum whole of life expenditure on our assets.

The delivery of our roading programmes is carried out under a shared risk contract. The success of this contract is fundamental to the cost efficiency of our network. We optimise our maintenance and renewals programme on sealed roads based on dTIMS modelling. This has enabled us to reduce the investment on sealed roads for the 30 year strategy.

Funding for road maintenance and renewals is subsidised by Government through the New Zealand Transport Agency (NZTA). The amount of NZTA funding is fixed for each three-year period. If Council wanted to deliver more work than agreed by NZTA then this work would need to be done without subsidy.

The 30 year budgets have been prepared on the basis that Council will not undertake qualifying work without subsidy. This means that Council has a fixed budget and work is only undertaken to the extent the budget allows. As discussed in this strategy, in order to enable the programme to be delivered within the budget limitations, any future increases in level of service on some roads, or increasing the extent of roads that are maintained, will need to be balanced by reductions in level of service delivered on other roads or an increased willingness to pay.

We aim to undertake proactive drainage and gravel road maintenance and renewals, however this has recently been restricted by limited funding. We aim to redress this in the 2015-17 period as it is a vital contributor to the lives of sealed and unsealed assets

Initiatives to improve efficiency in maintenance and renewal programmes involve an investment of time in the development of these programmes, and do not result in significant individual capital projects.

#### Asset Management Planning

We manage our infrastructure assets to deliver agreed service levels at the least whole of life cost. Although these costs and service levels vary across the district for some assets, the key driver of infrastructure decisions remain the same. These are to manage:

- Asset Performance – The performance of our assets relates to efficiency, effectiveness and cost of delivering service levels. We are increasingly focusing on understanding the performance of our assets. By measuring performance characteristics and modelling the dynamics of our assets, we are able to better understand current and future asset performance, and where future maintenance, renewal or upgrades can be prioritised more timely.
- Asset Condition – We are lifting our understanding of the condition of our assets, particularly those critical to service levels. This is necessary to reduce the risk of failure and reduce the cost of unplanned maintenance.
- Asset Capacity – A positive challenge for our district is population growth. New developments place pressure on the capacity of infrastructure.

This translates to an emphasis on understanding our assets better, in particular the confidence we have in the register of data that stores asset information. This will in turn drive the level of confidence we have in the accuracy of our asset management planning.

We are focused on ensuring we have enough knowledge of our assets, the issues and our options, so we can have the right debate with our community.

Knowledge of an asset's attributes and condition should:

- provide confidence that the risks of service failure are understood and can be predicted
- provide confidence that the service life of an asset is being optimised by better planning maintenance and renewals strategies

- be economically justified in terms of collection costs and benefits

The most cost effective means of improving asset knowledge and risk factors is by enhancing data collection process. However, there are limits to the level of data that can be captured within Council's asset register. Consequently, CODC's asset knowledge and condition assessment process has been developed to be fit for purpose and to be enhanced over time as opposed to starting with industry best practice.

The current reliability of data and asset condition is comparable to the age of the assets. The improvements with the process and data over time will allow for enhanced investment into timely renewals.

## Community Consultation

Community engagement has taken many forms over the past few years. Consultation has ranged from single project special consultative communications to a wider strategic approach. Each option has achieved a range of engagement and success.

Council is committed to undertaking appropriate and effective community engagement and will seek ways to overcome the hurdles that time constraints present to this process.

The flat-lined funding that occurred in the 2012 Government Policy Statement meant that Council needed to introduce prioritisation processes quickly to adapt transportation activities to the constrained funding environment. An outcome of this has been that the level of service on some of the lowest volume rural roads does not meet land owners' expectations or needs for accessibility or roughness.

In order to enable the program to be delivered within the budget limitations, increases in level of service on some roads, or increasing the extent of roads which are maintained in the future needs to be balanced by reductions in level of service delivered on other roads, or an increased willingness to pay.

## Growth and Decline

### Ageing Population

The district has a significantly higher proportion of older residents compared to the rest of New Zealand. Projected changes in the district's age demographics indicate the proportion of people aged 65+ will increase from the present 21% to over 28% by 2030 to become the dominant demographic. This will affect the long term nature of demand on the transportation network (e.g. higher levels of service for footpaths and infrastructure that supports people with restricted mobility) and the availability of rates funding.

The impact on the workforce required to maintain and operate the networks will also have an impact on delivery of service. The development and succession planning of key staff will become a challenge for managers and supervisors as a large number of staff near retirement.

### Depopulation of Rural Towns

The impact of depopulation of rural towns reduces the demand on the water and wastewater systems. This increases the capacity available in the network however it also increases the income requirement on a smaller ratepayer base. The requirement to maintain a high level of service (firefighting) has been set by previous populations and community. These levels of service will need to be considered in the future as renewal programmes begin. Affordability and sustainability of our communities is a keen focus of Council, and the financial viability of these systems is imperative.

The impact of both an ageing population and depopulation of rural towns on investment programmes is yet to be fully understood. No significant individual capital projects relating to these challenges are identified in this strategy.

### Land Use Change

Changes in rural land use and the development of recreational areas are adding new vitality to the district, with positive flow-on effects to our economy. These developments are affecting traffic patterns, volumes, and type. While there is little concern regarding capacity, the increased traffic movements and heavy vehicle usage (especially on

gravel roads that previously had extremely low traffic volumes) have a high impact on the lifecycles of roads and bridges, with the existing renewals and maintenance programmes on many low volume roads being insufficient to support increasing demands.

Land use changes includes zoning altering from rural to rural residential, development of visitor attractions, more intensive activity such as viticulture, changes in pastoral farming practices and more efficient use of irrigation. Increasing dairy farming activity is occurring in the Maniototo, Manuherikia and Roxburgh areas. The conversion of significant areas of high tussock land into pasture is resulting in demand for heavy vehicle movements year-round on roads that have traditionally only provided a very low, dry weather, back country level of service access.

### Urbanisation

The development of surrounding rural land requiring development of the water and sewer network has been historically piecemeal. There has been a strategic void in the understanding of the direction of urban growth and the impact of these developments on existing water services. Modelling of the current systems is underway to enable staff and developers to manage these impacts for current users and the level of service they provide. The progressive development growth and ebbing of system capacity does not pose an immediate issue, but if it is not understood and managed it will create future issues for the network and community.

The district is experiencing growth in population, economic activity and tourism. The existing capacity of the transportation network is sufficient to accommodate the anticipated growth in traffic volume without any significant effects on service level outcomes in the short-term. If improvements to the urban road networks become necessary, these are likely to be required at some intersections to maintain safety outcomes and will be prioritised and funded within the minor improvement programme.

## **Resilience**

### Climate Change

At present the impacts climate change may have on Central Otago are largely unknown. A wetter climate is a likely scenario and will impact on the district's stormwater and roading assets. The most common natural hazards that affect the transportation network are flooding and snow. Council has established procedures for responding to these events.

The degree and severity of these scenarios is not yet known. Subsequently, no significant individual capital projects relating to climate change are identified in this strategy.

The impact of these events on the transportation network will be monitored from 2014 using the One Network performance framework for resilience.

### Natural Hazards

In the context of natural disasters, the effects of the Canterbury earthquakes remain widespread and will continue to be so for the long term. A key driver of the reforms to the Local Government Act are to ensure councils understand the level of risk they are exposed to and how it is being managed. Right now we need to know what our risks are and what level of risk our community is willing to accept in exchange for costs to mitigate them. The mitigation of specific asset related risks may range from the installation of earthquake valves on our reservoirs, to installing back-up generators at our wastewater pump stations to avoid overflows.

A transportation network resilience plan will be developed in the 2015-18 period, which identifies areas of vulnerability and criticality, combined with a monitoring regime and a list of preventative actions required.

The plan will identify the cost effective maintenance or improvements required to mitigate the impacts to journeys from these events, including the proactive intervention procedures for responding to regular events and for keeping customers informed.

The consideration of risk events independent of natural disaster will also need to be considered from the potential impact of any event on health and safety, reputation/image, environmental, stakeholder interests, cost and timeframes.

Work is ongoing to identify, quantify, prioritise and manage our risks consistently across Council.

The protection of key reservoir sites and bridge crossings with the installation of earthquake valves will look to protect the water supply in the event of an earthquake. This programme is being developed and is partially funded for the district water networks.

Additional seismic screening of bridges is to be completed in 2015 using the NZTA (SAGS system). Funding for specialist input to complete this process has been included in the 2015-18 budgets. Further work identifying key lifeline routes is planned in the 2015-18 period and the process used by Hastings District Council in the Road Efficiency Group Best Practice case study is being used.

### **Community Resilience**

Community resilience in an emergency context refers to a community's ability to help themselves in an emergency. In the context of this strategy, resilience refers to a community's ability to endure in the face of inevitable, incremental and unrelenting change over time. Resilience in this sense is strongly influenced by an ageing population, depopulation and, to a lesser degree, land use change.

While a community's resilience in this sense is influenced by core infrastructure, no single or combined investment in infrastructure will provide a guarantee on ongoing resilience. Instead, resilience is inextricably linked to the affordability and sustainability of investment and the provision of these services.

### **Ageing Infrastructure**

Council has identified more than 300 individual 3 Waters infrastructure related capital projects. More than a third of these projects relate to the renewal of existing infrastructure. As these projects are funded by annual depreciation these projects will automatically be programmed for renewal on a "just in time" basis (based on age and/or condition).

A higher level of importance in relation to renewals will be given to assets (i.e. critical assets) identified as essential to maintaining the resilience of the 3 waters networks in the event of an adverse event.

Renewal programmes are not considered to be significant in the context of an infrastructure strategy and are therefore not included in the programme of works included in this document.

Targeted condition assessments will be undertaken to ensure that programming of renewal works are not undertaken too early. This may result in renewals originally programmed in the following year being delayed by one or more years.

The community faces a significant issue with 65 bridges forecast to reach the end of their economic lives within the next 30 years. Replacement of these bridges to retain the original levels of service is unlikely to be economically viable or affordable to the community.

Council has deferred major bridge renewals work until 2018 to enable the proposed structural investigations and network options to be evaluated. This will involve consultation with the community on a long term bridge strategy and will evaluate options for route and bridge optimisation, the replacement of essential bridges, installation of wash over culverts, and retiring some bridges.

The forecast cost increases from 2018 and beyond are largely due to commencement of major structural renewal work requirements. The \$200k investment in structural investigations in 2015-18 is critical to inform decisions on which bridges are viable to retain and which should be retired for the development of the 2018 Infrastructure Strategy.

## Community Expectations

Cromwell and Alexandra are experiencing population growth as a result of people moving away from larger centres in search of better work/life balance or as they retire. These people bring with them an understanding of the levels of service that can be afforded in larger centres and often expect that the same level of service to be delivered in our towns.

The expectation of the water systems is also subjected to this comparison. However the cost of maintaining and investing into our smaller systems is uneconomic with the limited ratepayer numbers to draw from. The current scheme funded system has resulted in a range of differing levels of service across the district and this is matched by the range of satisfaction or dissatisfaction for this service.

There is an expectation from road users for continual improvement in transport levels of service, in particular sealing of gravel roads. These expectations often arise from a lack of understanding regarding the costs, and are not necessarily balanced by a willingness to pay. Due to the significant cost of sealed road construction and increased maintenance costs it is not economically viable to seal rural roads with less than 300 vehicles per day. Due to this there are no seal extension projects proposed in the next 30 years.

## Risk Management

Affordability considerations in relation to the district's infrastructure result in Council accepting a higher base level of risk as a default position to infrastructure management. This is applicable to all infrastructure related activities covered by the scope of this strategy.

The level of risk associated with critical infrastructure will be approached more conservatively. One of the first steps in managing risk is to determine which assets are most critical to CODC. Critical assets are those that will have the greatest impact on service provision should they fail. Assigning criticality enables prioritised interventions such as inspections, maintenance and renewals to ensure services are provided within an acceptable risk tolerance.

Criticality for water and wastewater reticulation assets was defined in 2012 and the criticality of non-pipe assets was completed in 2014. The process for quantifying pipe criticality was based largely on the consequences arising from supply failure. However, the function of non-pipe assets was more difficult to assess in that they perform a variety of tasks such as treatment, pumping, storage and pressure management; each with or without a duty standby level of redundancy.

The next phase of this programme of work will be to develop specific proactive maintenance programmes and renewal strategies for each critical asset type.

The development of Water Safety Plans for each of the water schemes looks at the public health risk associated with potable water collection, production and distribution. Each risk is required to be eliminated or managed to reduce the overall health risk to the respective communities.

The Water Safety Plan documents an improvement plan that is then linked into the Long Term Plan (LTP) process for funding and project timing. The projects are subject to affordability and comparison testing with the other projects considered during the LTP process.

## 4.2 Assumptions

The following table summarises the risks, issues and assumptions that are contained in the 3 Waters and Transportation Activity Management Plans.

<b>3 Waters</b>	<b>Assumption</b>	<b>Impact</b>
Change in growth forecasts	Growth in population numbers is expected to be low.	Minimal impact as the networks has sufficient capacity to meet these growth patterns.
Change in levels of service	Increases in levels of service to meet legislation requirements for resource consents and Drinking Water Standards will require plant upgrades.	Financial impact to pay for increased levels of service. Ranging from \$0.6 to \$13.1 million per plant.
Changes in legislation	The Otago Regional Council (ORC) Water Plan will require the treatment of stormwater discharges.	The development and affordability of an investment programme to meet the constraints of the Financial Strategy and the expectations of ORC.
<b>Transportation</b>	<b>Assumption</b>	<b>Impact</b>
Change in growth forecasts	3% Growth in traffic volumes is expected to occur.	Negligible/minimal impact as the network has sufficient capacity to handle growth in traffic volume.
Change in demand forecasts	Proportion of people aged over 65 will increase from 21% to 28% by 2030.	Expectations based on change in demand from demographic change are robust and have a low degree of uncertainty. No impact on capital costs expected.
	Expectations based on change in demand from land use change are sensitive and have a high degree of uncertainty.	Financial impact from changes to renewal lives and increased asset base. 3% increase in expenditure expected.
Change in levels of service	Increases in levels of service on some roads will be offset by reductions in level of service on other roads.	Financial impact if the community identifies it has a willingness to pay for consistently higher levels of service. Overall increase in expenditure could be up to 20%.
Government Policy Statement and changes in NZTA Investment Strategy	Council's programme is based on current Government and NZTA plans and strategies.	Potential reduction in level of service or financial impact of 2%.
Changes in legislation	No provision has been made for changes in legislation.	

# 5. Investment

## 5.1 Renewal of Ageing Assets

Council has identified more than 100 individual 3 Waters infrastructure projects that relate to the renewal of existing infrastructure. Funded by annual depreciation, these projects will automatically be programmed for renewal on a “just in time” basis (based on age and/or condition).

A higher level of importance in relation to renewals will be given to critical assets identified as essential to maintaining the resilience of the 3 waters networks.

Targeted condition assessments will be undertaken to ensure that programming of renewal works are not undertaken too early. This may result in renewals being delayed by one or more years.

### Water Reticulation

Figure 3: Annual Water Reticulation Replacement Forecast

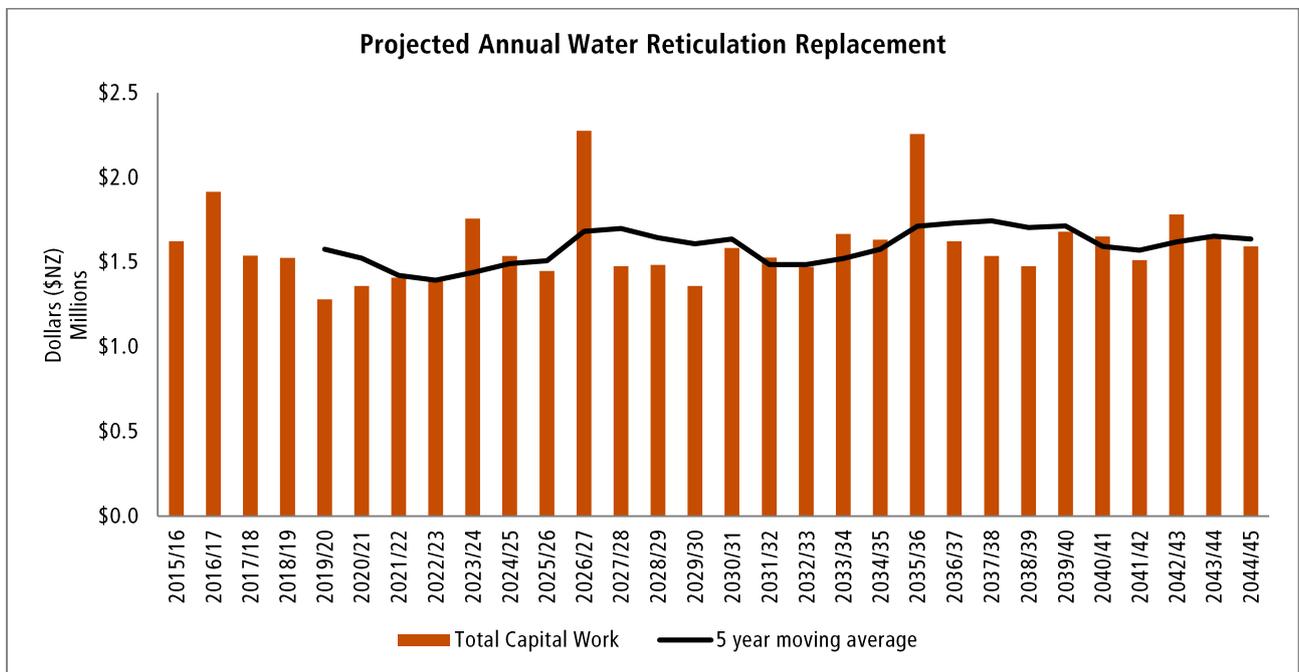
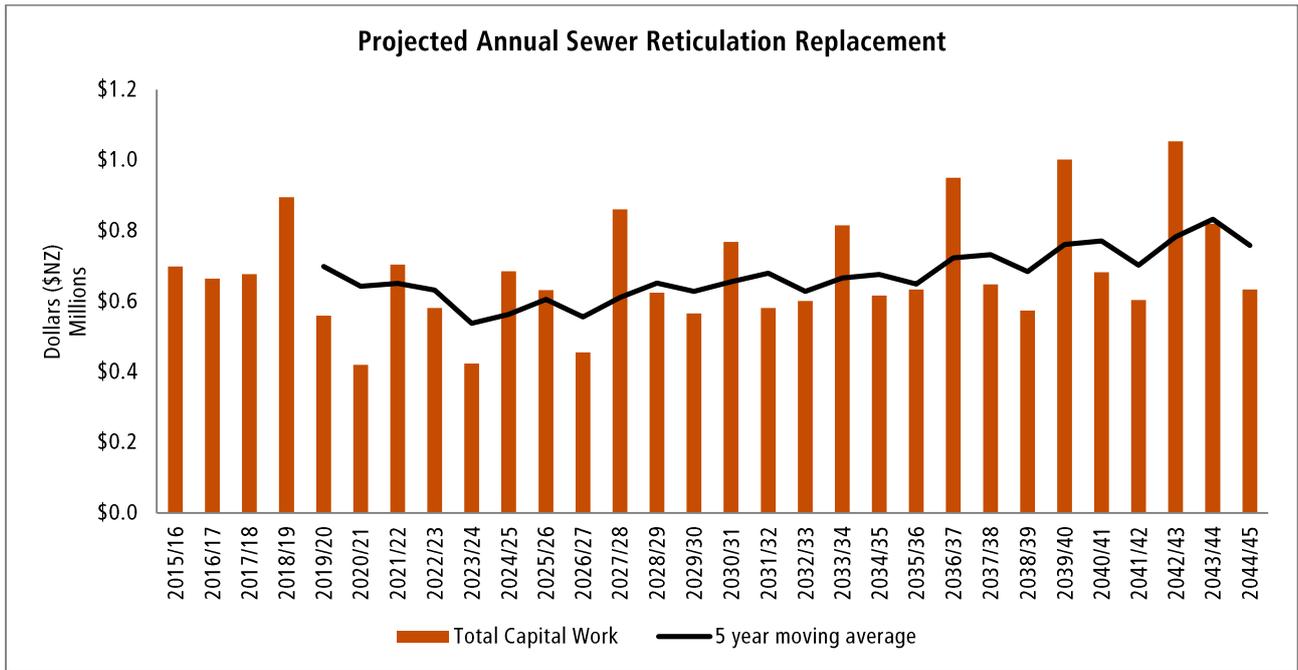


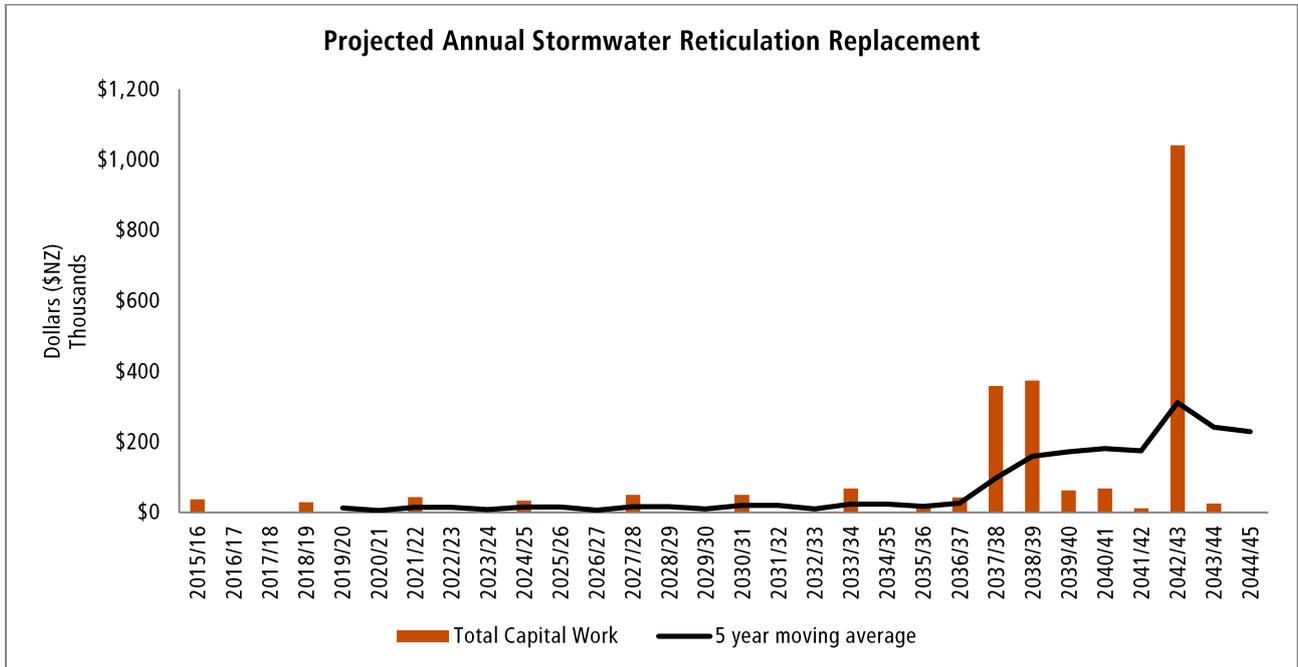
Figure 3 shows that the Council will be investing in the renewal of water reticulation assets at a relatively consistent rate. Peaks shown in 2026/27 and 2034/35 relate directly to infrastructure age. These peaks are expected to be smoothed by assessing condition and performance of near end of life assets.

Figure 4: Annual Wastewater Reticulation Replacement Forecast



As with water reticulation, Figure 4 shows a steady investment in the sewer reticulation replacement programme is planned for the coming years. A number of peaks relating to asset age are shown. These peaks are expected to be smoothed by assessing condition and performance of near end of life assets.

Figure 5: Annual Stormwater Reticulation Replacement Forecast

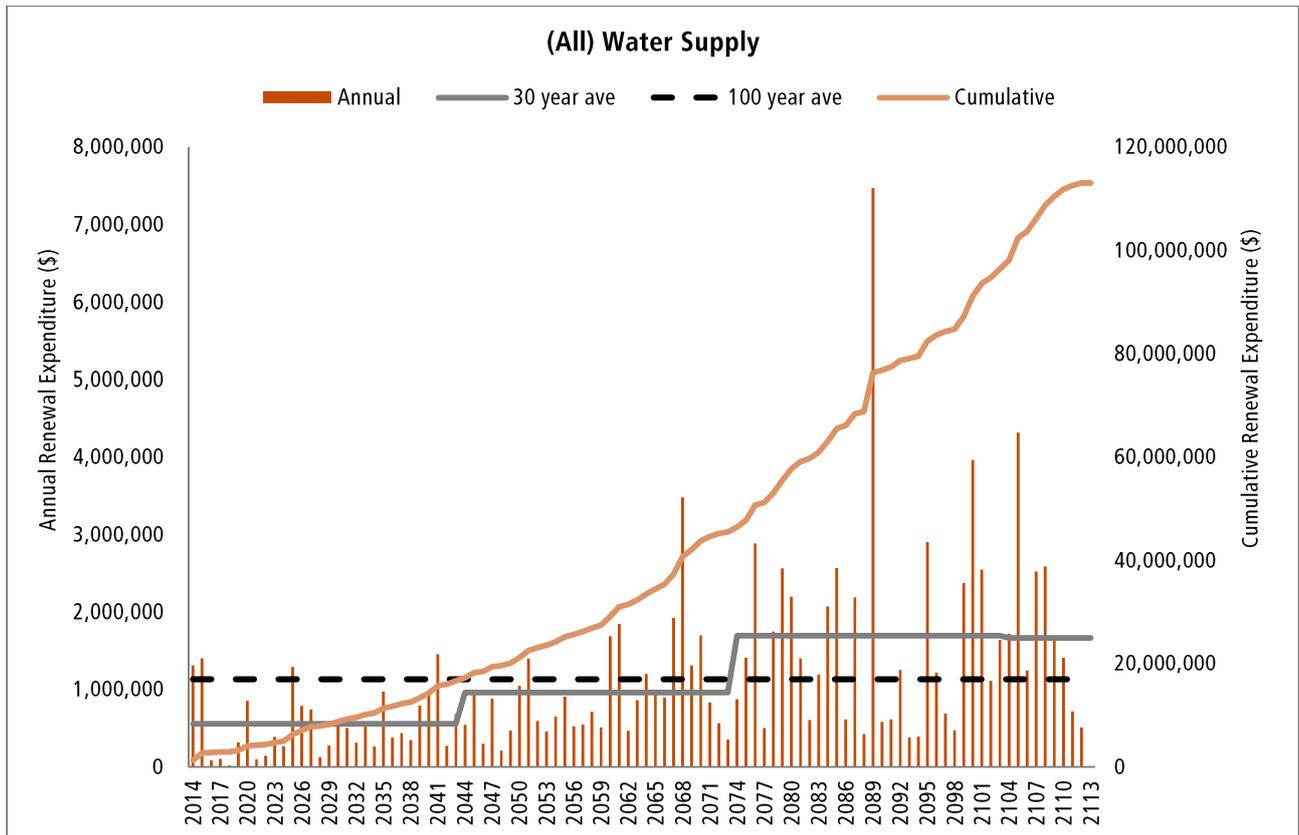


Typically stormwater pipes have a longer life than water and sewer pipes. Therefore, over the life of this strategy, there is a relatively insignificant storm water renewals programme. However, to date the Council has invested very little in stormwater reticulation replacement, so the Council does need to commence a modest stormwater replacement programme towards the end of this strategy period.

The 100 year water and wastewater renewal profiles demonstrate that although Council does not have a bow wave of renewals in the immediate future, renewal investment will continue to increase in consecutive 30-year periods. This period will include consecutive replacements of shorter life electrical and mechanical assets in both water and wastewater schemes.

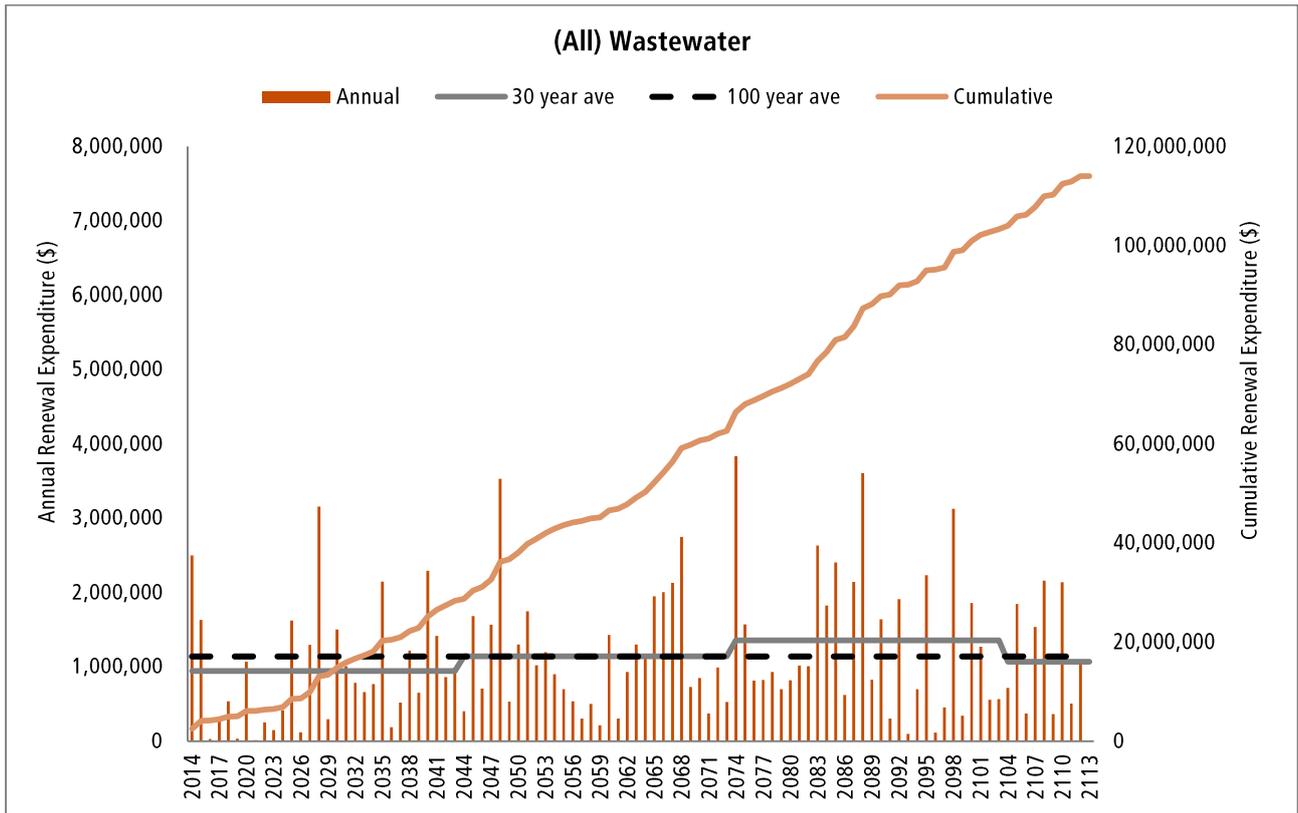
For water infrastructure the investment in replacing end of life assets progressively increases throughout the 100 year period. This is clearly demonstrated by the 30 year average line, which essentially doubles from the first 30 year period to years 31 to 60, and then almost doubles again for years 61 to 100 year Water Renewal Profiles.

Figure 6: Projected annual value of water asset replacement



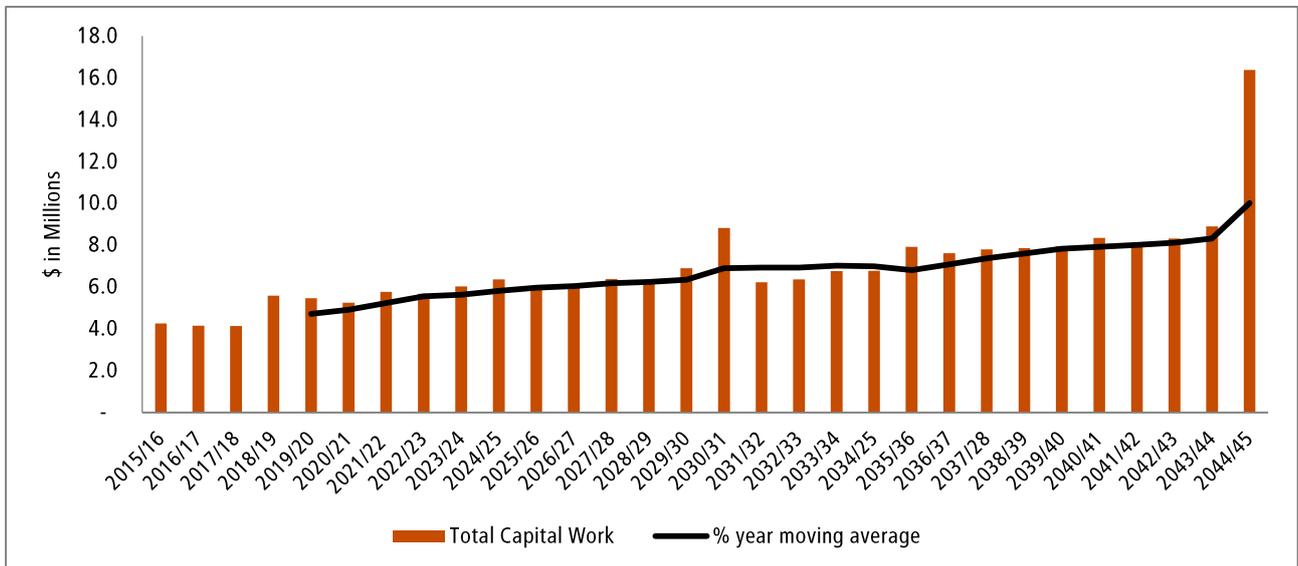
For wastewater infrastructure the pattern of investment in replacing end of life assets throughout the 100 year period is similar to that of water. However, as illustrated by the 30 year average line, the required investment across consecutive 30 year periods is relatively consistent and commences at a higher level compared to water infrastructure.

Figure 7: Projected annual value of wastewater asset replacement



## Transportation

Figure 8: Projected annual transportation replacement and capital works programme



The renewal of roading infrastructure is relatively consistent from one year to the next, with the exception of bridges, street lights and Cromwell footpaths.

A stepped increase occurs in 2018/19 as the commencement of bridge replacement work coincides with commencement of Cromwell footpath renewals and the completion of the initial street light replacement programme. Expenditure increases again in 2029 to 2031 to again reflect increased bridge renewals. Expenditure then drops back in 2032 due to completion of the Cromwell footpath renewal work, and begins to increase again in

2035 as bridge renewals and light replacements occur again. Increased expenditure from 2041 to 2045 is completely driven by bridge renewals.

## 5.2 Significant Capital Projects

These projects include capital projects that do not solely involve the renewal of existing assets. These projects generally involve improvements of a varying nature, whether that is the reduction of risk, elimination of service disruption or extension or capacity upgrades. The timing of these “discretionary” projects is usually flexible and in many past cases the implementation or conversely the delay of a project has been largely determined by affordability alone.

Discretionary projects for new assets will be loan funded, with the term of the loan structured to best deliver generational equity of services.

The affordability of the programme of investment identified in this strategy has been confirmed by the LTP process.

The most likely scenario for the Council’s infrastructure investment is demonstrated in the timeline below.

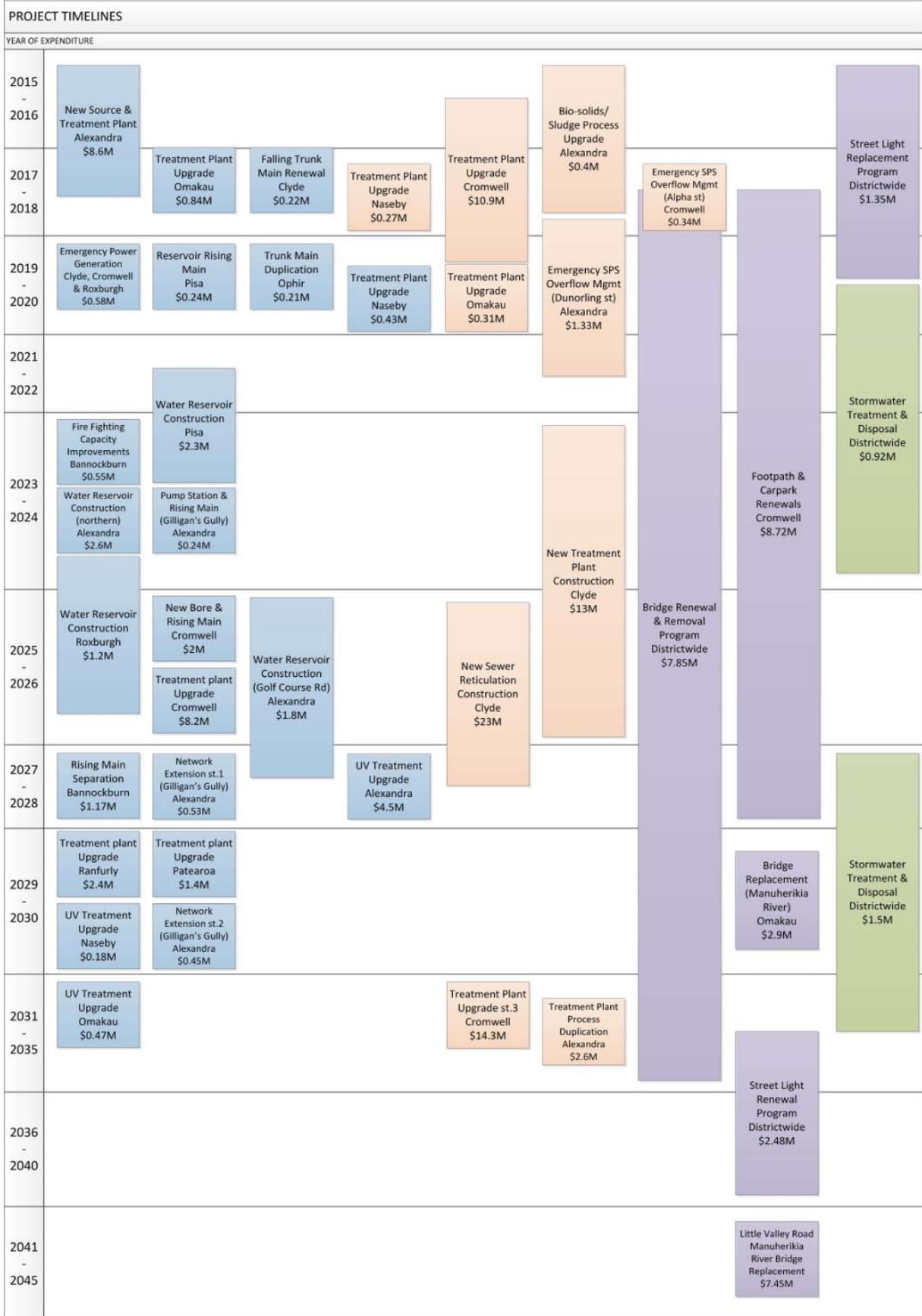
Project	Probable Year of Construction	Most Likely Scenario Cost (\$M)
New Source & Water Treatment Plant (Alexandra – Stage One)	2015-2017	8.6
Street Light Replacement Programme	2015-2019	1.35
Cromwell Wastewater Plant Upgrade (Stage One & Two)	2016-2019	10.9
Omakau Water Treatment Plant Upgrade (Stage One)	2017	0.84
Naseby Water Treatment Plant Upgrade (Stage One)	2017	0.38
Naseby Wastewater Treatment Plant upgrade	2018	0.27
Cromwell Footpath And Carpark Renewals	2018-2029	8.72
Bridge Replacement and Removal Programme	2018-2035	7.85
Omakau Wastewater Treatment Plant upgrade	2020	0.31
District Wide Stormwater Treatment Improvements	2021-2032	2.4
Clyde Wastewater Treatment System Construction	2023-2026	13
Roxburgh Reservoir (additional capacity)	2024-2026	1.2
Clyde Wastewater Sewer Reticulation Construction	2025-2027	23
Cromwell Water Treatment Plant Upgrade	2026	8.2
UV Disinfection for Alexandra Drinking Water (Stage Two)	2027	4.5
Ranfurly Water Treatment Plant Upgrade	2029	2.4
Patearoa Water Treatment Plant Upgrade	2029	1.4
Omakau Manuherikia River Bridge Replacement	2030	2.9
UV Disinfection for Naseby Drinking Water (Stage Two)	2030	0.18
UV Disinfection for Omakau Drinking Water (Stage Two)	2031	0.47
Cromwell Wastewater Upgrade Stage 3 - Nutrient Removal	2031-2033	14.3
Little Valley Road Manuherikia River Bridge Replacement	2044	7.45

### 5.3 Other Capital Projects

Council has committed to additional investment in infrastructure over the period of this strategy. These projects are considered to be operational in nature and deliver good engineering practices associated with the management of core infrastructure services.

These projects are identified in the table below and are included in the timeline to provide further context on the level of investment that Council is committing to in the 30 year timeframe of this strategy.

Project	Probable Year of Construction	Most Likely Scenario Cost (\$M)
Alexandra Sludge Processing Upgrade	2016-2018	0.4
Clyde Water Supply - New Falling Main	2017	0.22
Wastewater Storage Alpha street Cromwell	2018	0.34
Emergency Power Generation (Clyde, Cromwell, Roxburgh)	2019	0.58
Ophir Water Supply Trunk main Duplication	2019	0.21
Pisa Reservoir Rising Main	2019	0.24
Alexandra Sewer Pump Station Emergency Flow Management	2018-2021	1.33
Pisa Area Water Reservoir	2022-2024	2.3
Firefighting Capacity improvements on Bannockburn Road	2023	0.55
Alexandra Water Reservoir Storage (additional capacity)	2024	2.6
Gilligan's Gully Pump station & Rising Main upgrade	2024	0.24
Additional Water Supply Bore and Rising Main - Cromwell	2025	2.0
Upper Bridge Hill Reservoir Relocation - Improvements	2025-2027	1.8
Gilligan's Gully Water Supply Extension - stage 1	2027	0.53
Bannockburn Water Supply Rising Main separation	2027	1.17
Gilligan's Gully Water Supply Extension - stage 2	2030	0.45
Alexandra Wastewater Treatment Plant Process Duplication	2032-2034	2.6
Street Light Renewal Programme	2034-39	2.48



## 5.4 Extent of Investment

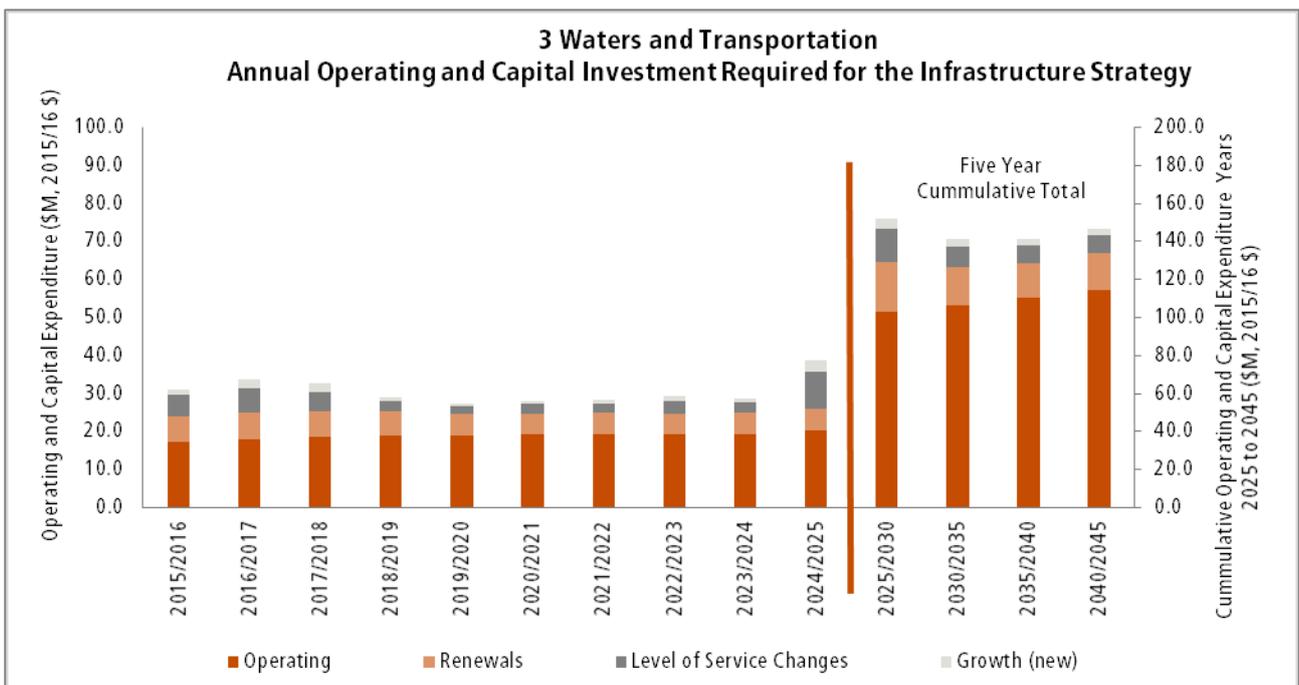
There is an ever increasing demand for investment in both renewals and further capital investment. As discussed in this and other strategic council documents, balancing sustainability and affordability is the primary influence on the timing of projects and therefore the pattern of investment of the period covered by this strategy.

The total projected capital expenditure over the next 30 years for 3 Waters and Transportation Activities is \$264 million. Operating expenditure over the same period is \$608 million.

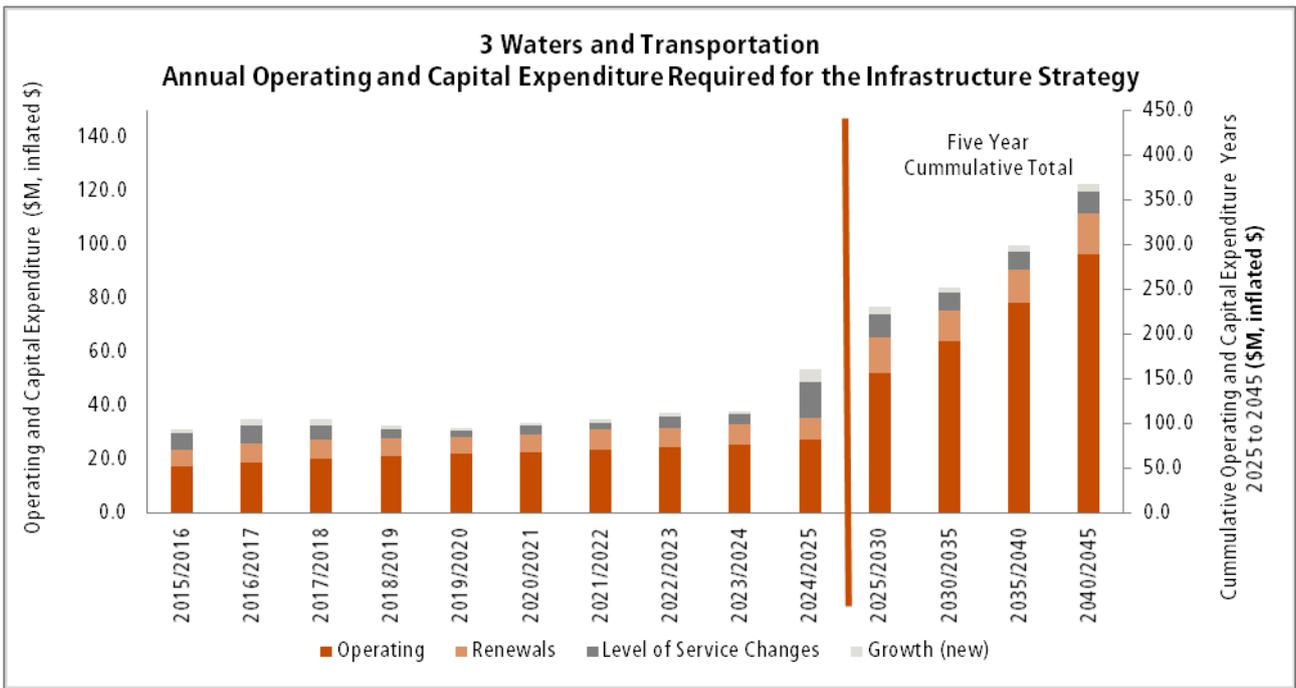
The following graph shows the most likely scenario for the Council’s infrastructure investment. A feature of this scenario is that while infrastructure investment in the decade covered by the Long Term Plan is relatively modest, significant investment is required in the next decade of the infrastructure strategy driven by the following influences:

- the need to increase expenditure to replace ageing reticulation, street lights, footpaths and bridges;
- legislative and public health drivers to improve the quality of water supplies across the district;
- the need to increase standards of wastewater treatment as resource consents expire; and
- the need to expand the capacity of existing infrastructure to meet the needs of land use change and a growing population.

These influences are a continuing theme throughout the balance of the strategy period to 2045.



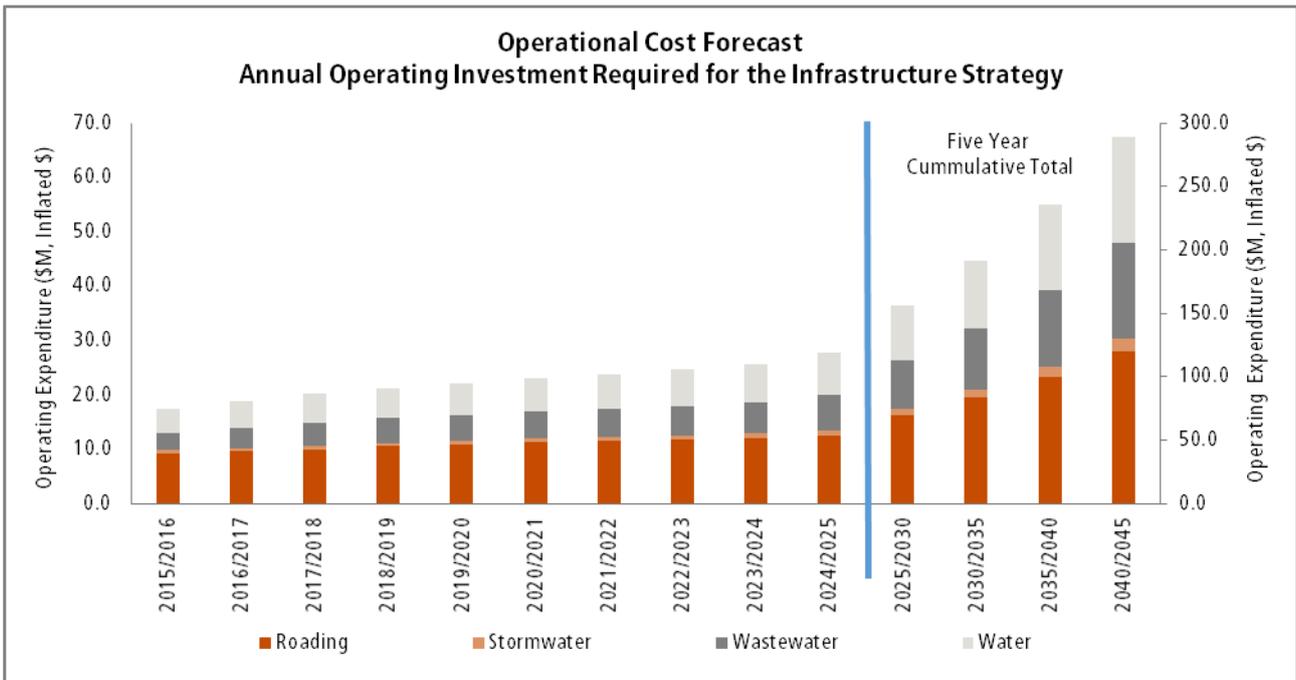
The growth variation in expenditure types across the forecast period is associated with Level of Service Changes. The Alexandra Water Upgrade and Cromwell Wastewater Treatment Upgrade projects are visible in years 2015/16 to 2018/19 and the Clyde Wastewater treatment and reticulation construction project is noticeable in year 2024/25 and in the 2025/2030 five-year cumulative bar.



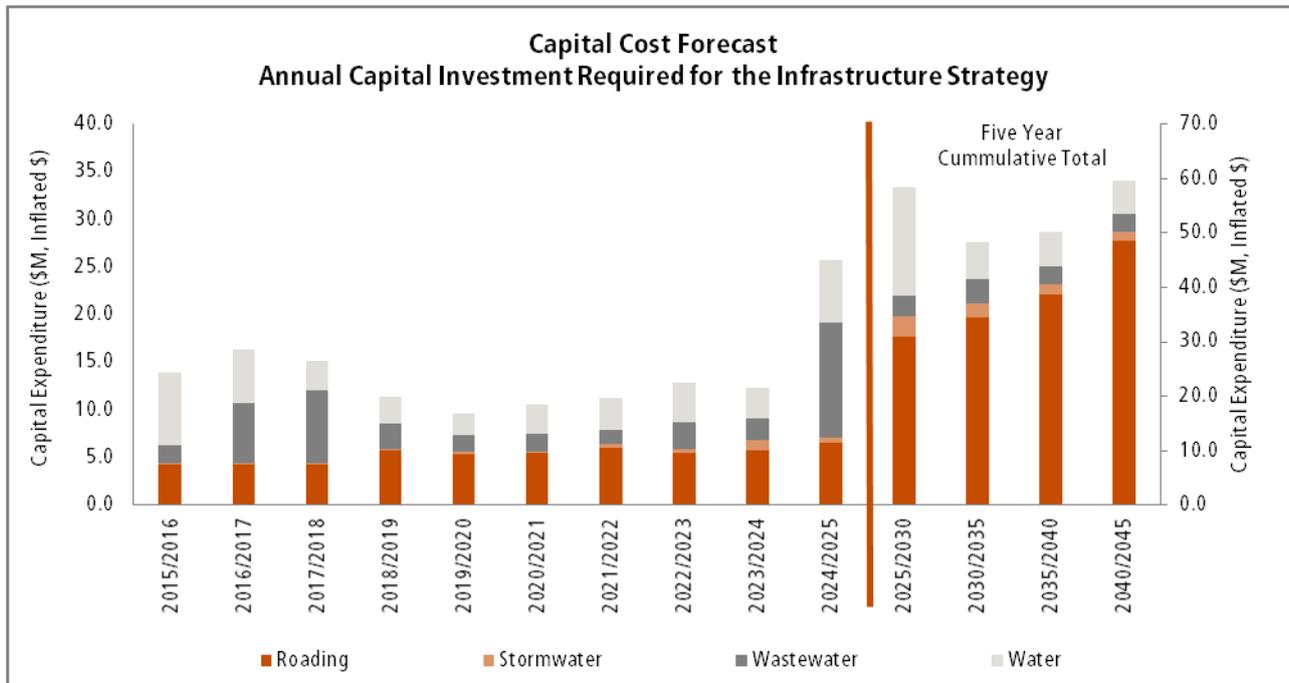
Total operational and capital investment is provided in both non-inflation adjusted and inflation adjusted forms to demonstrate the influence of inflation on what is otherwise relatively constant expenditure over the 30-year forecast period.

All other investment figures are provided as inflation adjusted figures.

Combined operational costs associated with core infrastructure across the forecast period are illustrated below. This demonstrates operational expenditure associated with all activities increasing throughout the forecast period.



The core activities combined capital expenditure forecast (as shown below) demonstrated a varied level of investment over the forecast period. Variations in programmed annual investment associated with specific projects in water and wastewater are driving the majority of variation. The Alexandra Water Upgrade project is visible in years 1 and 2 of the forecast, Cromwell Wastewater Treatment Upgrade in years 3 and 4 of the forecast and the first year of the Clyde Wastewater Scheme construction in year 2024/25.



The capital projects (both significant and other) identified in this strategy are described in the following table. The most like scenario and likely alternative options for significant projects are discussed. For a number of projects, detailed scoping and consultation is required before more accurate information is available for these projects.

## 5.5 Significant Capital Projects

Project Description	Capital Expenditure Type	Challenges Delivered Upon
<b>New Source &amp; Water Treatment Plant (Alexandra)</b>		
<p>This project replaces the existing town bore water source with new facilities at Lake Dunstan. Council resolved to move the source intake in 2014 to address the public health risks and hardness issues. It addresses the issues the community has with lime scaling and taste issues and better meets their needs.</p> <p>The <b>most likely scenario</b> is to build a new water intake, treatment plant, storage and reticulation from the shore of Lake Dustan. There is an opportunity to supply the wider Dunstan area from this source; however this has yet to be determined. The project is timed for 2015-2017. It has a capital cost of \$8.6 million.</p> <p>This project scenario also has a second stage in 2027. This stage will require the installation of a UV disinfection process to ensure the plant to meets the 2008 Drinking Water Standards of New Zealand (DWSNZ 2008). It has a capital cost of \$4.5 million.</p>	<p>10% Renewal 90% Level of Service</p>	<p>Compliance Resilience Community Expectations Appropriate Levels of Service Urbanisation Increasing National Standards</p>
<b>Cromwell Wastewater Treatment plant Upgrade</b>		
<p>This project is required to meet the Resource Consent conditions under the Resource Management Act. Council is looking to the market to provide a treatment process that will achieve the consent conditions. The design and construction process will be selected to reduce the risk to Council as much as possible to achieve the desired results for this significant investment.</p> <p>Stage one and two are designed to achieve a significant improvement in the lowering the bacteria numbers in the discharge water quality and decommissioning of the Bannockburn ponds respectively. The cost is estimated at \$10.9 million. Council is committed to this project through the resource consent process and construction is planned in 2016-2019.</p> <p>Stage three is designed to address nutrient removal in the discharge water quality. This stage is designed to look at further improving the water quality as the community grows and the potential impact on the environment increases. The cost is estimated at \$14.3 million. Council is committed to this project through the resource consent process and construction is planned in 2031-2033.</p>	<p>10% Renewal 75% Level of Service 15% Growth</p>	<p>Compliance Resilience Appropriate Levels of Service Increasing National Standards</p>
<b>Drinking Water Treatment Plant Upgrades</b>		
<p>These projects are to meet the DWSNZ 2008. Each project is uniquely designed for the source water and any previous process the community has invested in. There are a number of alternatives that could address each supply's requirement to meet the DWSNZ 2008; however the cost to purchase and operate certain facilities has limited the options greatly. The options are still investigated and discussed as the projects progress from the feasibility to design phase. This allows for the community to consider all of the options prior to investing in a process prior to construction. The original compliance estimates were produced by OPUS International and peer reviewed by CPG in 2011.</p>	<p>10% Renewal 75% Level of Service 15% Growth</p>	<p>Compliance Resilience Appropriate Levels of Service Increasing National Standards</p>

Project Description	Capital Expenditure Type	Challenges Delivered Upon
<p>The <b>most likely scenario</b> is to <b>stage investment</b> where appropriate and affordable. The projects are timed for between 2017, 2026, 2029, 2030 and 2031. It has a capital cost of \$13.9 million. These projects will address the compliance with the DWSNZ 2008 for <b>Naseby, Omakau, Ranfurly, Patearoa and Cromwell</b>.</p> <p>The <b>principal alternative</b> is to upgrade all plants in one stage and over the next 5-year period. This alternative requires a large capital investment and would require Council to deviate from its current financial strategy and other project commitments.</p>		
<b>Wastewater Treatment Plant Upgrades (Omakau &amp; Naseby)</b>		
<p>This project is required to meet the Resource Consent conditions under the Resource Management Act for a number of schemes. The level of investment associated with these projects is significant to each small community. The cost is estimated at \$0.58 million. Council is committed to this project through the resource consent process and construction is planned in 2018 and 2020.</p>	<p>20% Renewal 75% Level of Service 5% Growth</p>	<p>Compliance Resilience Appropriate Levels of Service Increasing National Standards</p>
<b>Stormwater Discharge Water Quality Improvements</b>		
<p>This project is required to manage and improve the water quality of the community's urban stormwater discharge. This has been identified by the Otago Regional Council (ORC) as a future requirement of their changes to the Regional Water Plan.</p> <p>The <b>most likely scenario</b> is to identify areas of the network that can be disposed to land of as soakage and/or wetland treatment. Where these situations cannot be achieved Council will look towards treatment devices as an end of pipe solution.</p> <p>The details of this project are still vague and will not be firmly understood until the ORC start to identify the key quality parameters they wish the region's communities to start addressing. The cost is estimated at \$2.4million. The project timing is planned in 2021-2032.</p>	<p>100% Level of Service</p>	<p>Increasing National Standards</p>
<b>Clyde Wastewater Treatment and Network Construction</b>		
<p>This project is required to manage the risks to the environment and public health under the Resource Management Act and the Health Act. Clyde is currently serviced by privately owned septic tanks. There are a number of commercial facilities that are struggling to meet the demands of their resource consent conditions and the increasing demands of their industry.</p> <p>There are a number of options available to Clyde to collect and treat the community's sewerage. Options and scope of works have not yet been considered. These options range from traditional treatment to pumping into the Alexandra system, however further work is required for this project. The cost is estimated at \$36 million. The project timing is planned in 2023-27.</p>	<p>85% Level of Service 15% Growth</p>	<p>Compliance Increasing National Standards</p>
<b>Street Light Replacement Programme</b>		
<p>The existing lights consist of inefficient lamps which are at the end of their economic life. From 2015 all of the existing lamps will be replaced with LED lamps over a period of 5 years, which will result in</p>	<p>100% Renewal</p>	<p>Ageing population Ageing infrastructure</p>

Project Description	Capital Expenditure Type	Challenges Delivered Upon
significant energy and operating cost savings as well as improved level of service. With a life span of 25 years replacement is expected to commence again in 2034.		Appropriate levels of service Community expectations
<b>Bridge Replacement Programme</b>		
<p>Thirty five bridges are expected to reach the end of their economic life within the next 30 years, with a further 30 requiring significant renewals work.</p> <p>A significant number of these bridges are located on low volume roads and the economic viability of like for like replacement of these bridges will need to be reviewed.</p> <p>The <b>Omakau and Little Valley Road bridges</b>, crossing the Manuherikia River, are the most critical of the bridges which require full replacement in this period.</p> <p>The <b>most likely scenario</b> is that replacement work will be optimised to ensure that access continues to be provided to the areas currently accessible, but this may involve slightly longer routes due to removal of some larger bridges. A number of smaller bridges would be replaced with culvert/ford structures, and detours would be used during higher than normal flows. Bridges that are not on legal roads, or roads maintained by Council would be removed or ownership transferred to the affected landowner. The levels of service on the Omakau and Little Valley Bridges would be improved to two lanes. A moderate level of seismic upgrading on critical bridges is included in this scenario.</p> <p>The approximate cost for this option is \$18.2 million over the next 30 years.</p> <p>The <b>principal alternative</b> is to undertake all the renewals work required to keep all of the bridges that are on legal roads maintained by Council, with some level of service improvements on significant bridges. Bridges that are not on legal roads or roads maintained by Council would be removed or ownership transferred to the affected landowner.</p> <p>The approximate cost for this option is \$25.4 million over the next 30 years.</p>	80% Renewal 10% level of service 10% growth	Land use change Appropriate levels of service Climate change Earthquake resistant Ageing infrastructure Community expectations
<b>Cromwell Footpath and Car Park Renewals</b>		
<p>Most of the footpaths within Cromwell were built over a 5-year period in the late 1980s. These paths, and the car parks surrounding the Cromwell Mall are coming to the end of their life as evident in their condition. Cromwell has a higher level of service for the provision of footpaths than the rest of the district, with paths on both sides of most streets.</p> <p>The most likely scenario is that all the existing paths will be replaced where the condition is such that the path is causing a safety hazard. The approximate cost of this option is \$8.72 million.</p> <p>The principal alternative is to remove paths on one side of residential streets where there are paths on both sides. Further discussions will be undertaken with the community regarding different scenarios and costs for this option.</p>	100% Renewal	Ageing population Urbanisation Ageing infrastructure Appropriate levels of service Community expectations

## 5.6 Other Capital Projects

Other capital projects have been identified in this strategy to provide further context on the level of investment that Council is committing to in the 30-year timeframe of this strategy.

Project Description	Capital Expenditure Type	Challenges Delivered Upon
<b>Alexandra Wastewater Treatment Plant Process Duplication</b>		
<p>This project is required to manage the risks to the environment under the Resource Management Act. The current plant relies on one process stream and when maintenance is required the system is shut down. This requires the flows to be managed and there is a limited timeframe allowed to complete any repairs or inspections. This activity poses a high environmental risk and does not meet current industry practice.</p> <p>The <b>most likely scenario</b> is to duplicate the current process stream. The project timing is planned for 2032-34. It has a capital cost of \$2.6 million.</p> <p>The <b>principal alternative</b> is to invest in a new plant process with a smaller footprint and duplicate process and equipment. This option has not been priced and is expected to be further detailed closer to the construction year.</p>	<p>90% level of service 10% growth</p>	<p>Resilience Risk Management</p>
<b>Alexandra Sludge Processing Upgrade</b>		
<p>This project looks to further investigate options to address the rising costs of sludge disposal. The options are varied and further work is required to find an affordable and sustainable process to reduce the disposal of this organic waste to landfill. The cost is estimated at \$400,000. Council is committed to reducing costs in this area and budget has been made available in 2016-2018.</p>	<p>100% Level of Service</p>	<p>Risk Management, Resilience Appropriate Levels of Service, Affordability, Sustainability, Protect the Public Health</p>
<b>Wastewater Network Emergency Flow Management</b>		
<p>This project is required to reduce the number of raw sewerage discharges into the environment. Options are standby power generation, onsite storage and/or catchment augmentation to reduce capacity demands. The main sites identified for improvement are <b>Alpha Street pump station</b>, Cromwell and <b>Wrightson</b> and <b>Dunorling Street pump station</b> in Alexandra. The cost is estimated at \$1.67 million. Council is committed to this project and construction is planned in 2018-2021. Investigations and estimates were produced by MWH, OPUS and peer reviewed by Beca in 2002, 2008 &amp; 2013 respectively.</p>	<p>85% Level of Service 15% Growth</p>	<p>Compliance Resilience Appropriate Levels of Service Increasing National Standards</p>
<b>Drinking Water Emergency Power Generation (Clyde, Cromwell &amp; Roxburgh)</b>		
<p>This project is required to manage the risks to public health under the Health Act for a number of schemes. The risks were identified as part of the development of the Water Safety Plans required under the Health Act Drinking Water Amendment Bill 2007. The cost is estimated at \$0.58 million. The project timing is planned in 2019.</p>	<p>100% Level of Service</p>	<p>Resilience Risk Management Community Expectations</p>

Project Description	Capital Expenditure Type	Challenges Delivered Upon																								
<b>Drinking Water Storage and Capacity Augmentation Projects</b>																										
<p>This project is required to manage the risks to public health and improve community protection. The industry standard for reservoir storage is either governed by the size of the community, their daily water demand and/or the highest firefighting storage requirement. The general standard for drinking water storage is to ensure there is 24 hours of storage to ensure that in an emergency situation there is sufficient time to make a repair or to minimise risks.</p> <p>There have been a number of projects identified that sit in this area to maintain and/or improve firefighting and emergency capacity.</p> <table border="1"> <thead> <tr> <th>Project</th> <th>Timing</th> <th>Estimated Cost</th> </tr> </thead> <tbody> <tr> <td>Clyde Falling Main Renewal</td> <td>2017</td> <td>\$220,000</td> </tr> <tr> <td>Pisa Area Reservoir Construction</td> <td>2019-2024</td> <td>\$2.57 million</td> </tr> <tr> <td>Ophir Water trunk main duplication</td> <td>2019</td> <td>\$210,000</td> </tr> <tr> <td>Bannockburn Road Fire Flows</td> <td>2023</td> <td>\$550,000</td> </tr> <tr> <td>Northern Reservoir – Alexandra</td> <td>2024</td> <td>\$2.6 million</td> </tr> <tr> <td>Upper Bridge Hill Reservoir Improvements</td> <td>2025-2027</td> <td>\$1.8 million</td> </tr> <tr> <td>Bannockburn Rising main separation</td> <td>2027</td> <td>\$1.17 million</td> </tr> </tbody> </table>	Project	Timing	Estimated Cost	Clyde Falling Main Renewal	2017	\$220,000	Pisa Area Reservoir Construction	2019-2024	\$2.57 million	Ophir Water trunk main duplication	2019	\$210,000	Bannockburn Road Fire Flows	2023	\$550,000	Northern Reservoir – Alexandra	2024	\$2.6 million	Upper Bridge Hill Reservoir Improvements	2025-2027	\$1.8 million	Bannockburn Rising main separation	2027	\$1.17 million	<p>10% Renewal 75% Level of Service 15% Growth</p>	<p>Resilience Risk Management Community Expectations Risk Management</p>
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## 5.7 Summary

Council's Infrastructure Strategy summarises the significant level of investment identified through strategic long term decision making, required to continue to provide agreed levels of service to our customers, and to comply with the legislative requirements associated with the provision of core infrastructure related services.

As a strategic summary of both the 3 Waters and Transportation Activity Management Plans, this document demonstrates Council's fit for purpose, robust and practical application of sound asset management principles and techniques in the operation, maintenance and ongoing renewal of our infrastructure.

The challenges identified in this strategy demonstrate the need for Council to continue improving our knowledge and understanding of our assets, and to continually seek improvements in an affordable and sustainable manner. This Infrastructure Strategy confirms Central Otago District Council's commitment to continuous improvement in all facets of management of core infrastructure.

# FINANCIAL STRATEGY

## Investing in our future

Our big challenge is to balance our community's ability to pay with the need to maintain infrastructure and deliver services. We aim to keep rates and charges affordable now and into the future. It is important that at the same time we also keep a focus on building our community resilience and promoting opportunities for growth to ensure our community is sustainable into the future. It's a constant balancing act with our two guiding principles of affordability and sustainability.

In trying to get that balance right the four factors we can work with are:



The financial strategy responds to the challenges of delivering our services and maintaining our assets, while considering the true cost of this delivery. It makes clear how current and future ratepayers will pay for their fair share of the investment in infrastructure, while setting limits on rates, rates increases and debt.

Council's rates are amongst the lowest in the country, and we currently have no debt.

While this sounds like good news, it actually causes our Council of today significant financial challenges as:

### Investment in Infrastructure has been deferred

Previous councils took a conservative approach and limited rates income in part by deferring spending on major assets.

Our Council of today has spent a huge amount of time and effort to understand the real drivers for infrastructure upgrades, and scoping the projects accordingly.

Water meters were installed to reduce water schemes' peak demand to a more sustainable level and ultimately reduce the required plant capacity and associated costs.

We have worked through our existing water quality issues with the Drinking Water Standards and come up with various phased approaches to solving both of these issues, all the while not losing sight of our two main drivers – the affordability and sustainability of our community now and into the future.

We have spent time working through various sophisticated treatment systems to choose the best long term affordable solution to meet the required standard of treatment for the Cromwell wastewater system going forward.

**✘ Reserves have been used rather than borrowing, without regard for repayment**

Over past years Council has kept rates low by using any reserve funds available to it, and therefore those reserve funds are not building up for the purpose they were intended for. Council has also chosen to use reserves rather than borrow money for capital expenditure. This does keep rates low in the short term, however it can unnecessarily burden our future ratepayers, and is not sustainable longer term.

**✘ High development expectations, based on growth predictions, have not taken into account land use change and have led to insufficient revenue being received**

It has always been Council's intention that developers should bear the cost of the increased demand that development places on the district's infrastructure. High growth projections in the past, which have not materialized, have affected Council in two ways:

**✘ Projected Development contribution income has not been received as anticipated.**

**✘ The growth element of capital expenditure projects to be funded by those development contributions in some cases will not materialise. This is more particular to areas of our district that are unlikely to see any future growth.**

In addition to this our growth element of the roading capital expenditure programme has not taken account of changing land use, which in most cases does not attract a development contribution.

**What this means is that previous generations have used Council's asset facilities and services without paying the true cost for them.**

As well as addressing the issues of the past Council needs to keep a focus on building our community's resilience to ensure sustainability into the future.

Looking forward, ensuring Central Otago is a great place to live work and play requires a substantial investment in infrastructure over the next 10 years and beyond. The Council's Financial Strategy enables this investment while maintaining affordability for current and future ratepayers.

Our Council is responding to these challenges and has spent considerable time reviewing and prioritising works programmes, to take a considered and conservative approach to setting rates at a reasonable level, maintaining levels of service, while also seeking to achieve several primary outcomes from our financial strategy:

**✔ Invest in new infrastructure**

**✔ Prudent renewal and maintenance expenditure of infrastructure assets and essential services**

**✔ Build funds for self-insurance of underground assets**

**✔ Address intergenerational equity issues by ensuring each generation pays the true cost of services**

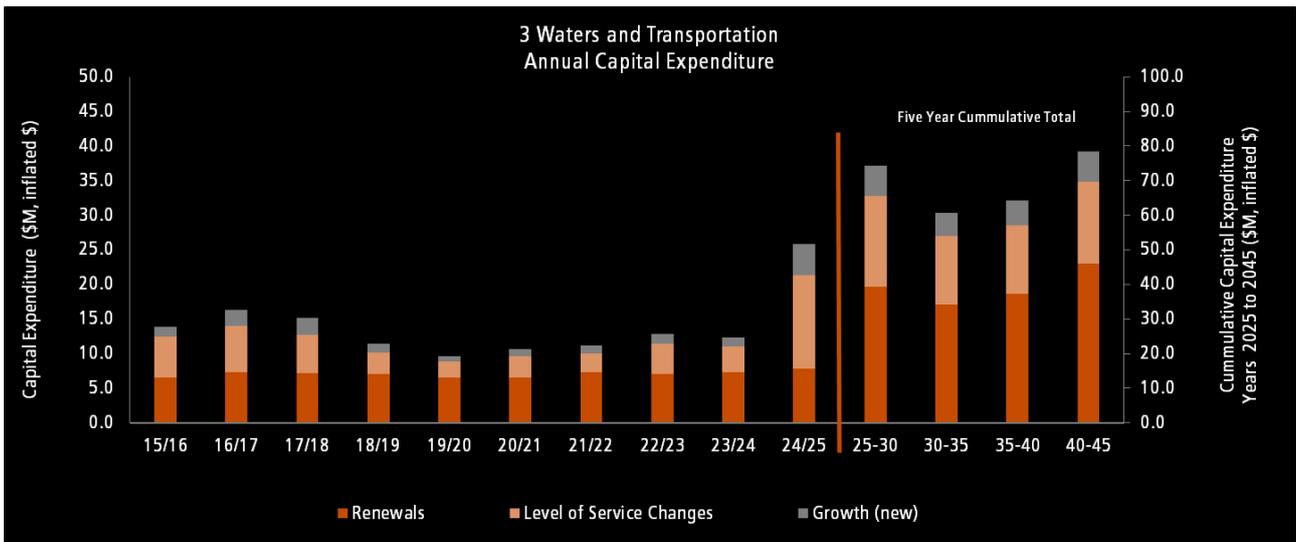
In preparation of this strategy Council has been mindful of the balance between overall debt levels, levels of service, a balanced budget and the resulting rates increases. As CODC is amongst the lowest rates levels in the country following this careful and focused planning process the Council can deliver reasonable rates increases to existing ratepayers for each year of the 10 years and beyond, while also keeping a focus on building our community resilience to ensure sustainability into the future.

The following sections outline the primary outcomes of our Financial Strategy:

## ☑ Invest in new infrastructure

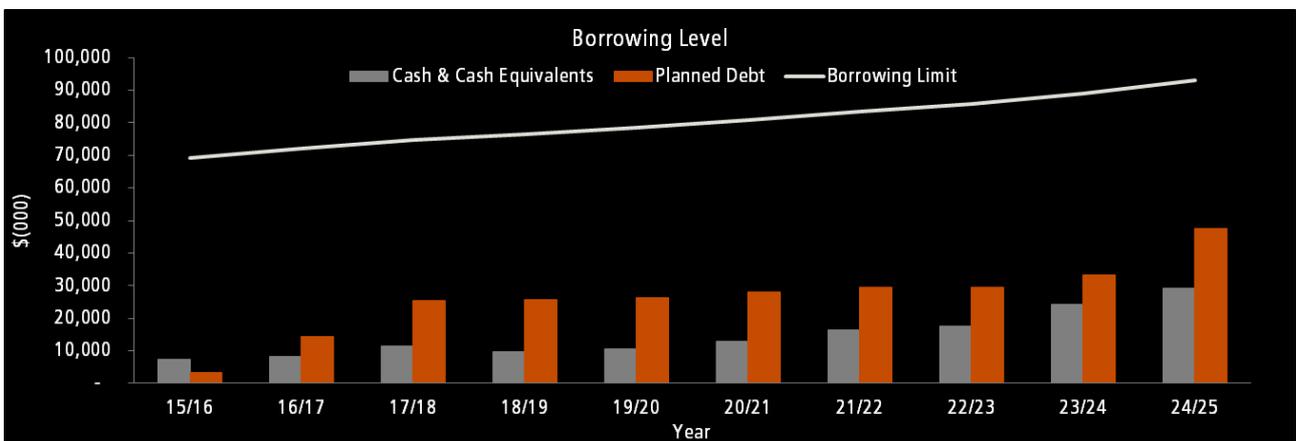
A significant cost driver for Council is the capital expenditure in water and wastewater required to upgrade existing infrastructure. This is shown in the graph below as Level of Service changes and relates to projects like the Alexandra water supply upgrade, the upgrade to Cromwell’s wastewater treatment plant, Omakau and Naseby water upgrades and the Clyde wastewater treatment system and reticulation construction.

As these projects are seen as a high priority from a technical and community perspective, we will borrow externally to invest in this long-term capital expenditure.



The level of investment is significant, so rather than burden existing ratepayers with the full cost of these assets now, we will borrow externally and repay debt from rates where the benefit can be spread over time and extends well into the future, in most cases 35 years.

Council will continue to take a conservative approach to borrowing and will limit borrowing to 10% of total assets.



**Policy on securities:** In general we will provide rates revenue as security for external borrowings. However in specific cases the Council may consider whether alternative security is appropriate, for example security over property that is specifically connected with borrowing.

Council's interest expense as a percentage of total revenue peaks at 6.4% over the 10 years, well within the local government guidelines of 10%. External borrowing will continue beyond the 10 years if the Clyde wastewater project goes ahead in its current projected form, however we will still be within the guidelines

This level of investment and corresponding debt has flow-on effects for operating expenditure, in particular interest costs and depreciation. We have based our projected interest costs on the current forward swap rates plus an appropriate margin.

We have carefully looked at the lives of these new infrastructure assets, and have assigned appropriate long lives which ensures this generation pays the right portion of the depreciation charge.

Any renewal element of these projects has been funded by depreciation reserves if they are available. Given that rate funding depreciation is a relatively new concept when compared to the lives of infrastructure assets, in many cases being 80-100 years, and given that reserves have been used in the past to keep rates low and defer external borrowing, Council has limited depreciation reserves built up.

To ensure Council does not exasperate this position, we are rate funding the depreciation expense on this new investment over several generations. In addition we are repaying the external borrowing and interest cost of that borrowing over 35 years. Both the depreciation, interest and principal repayments will be funded from rates.

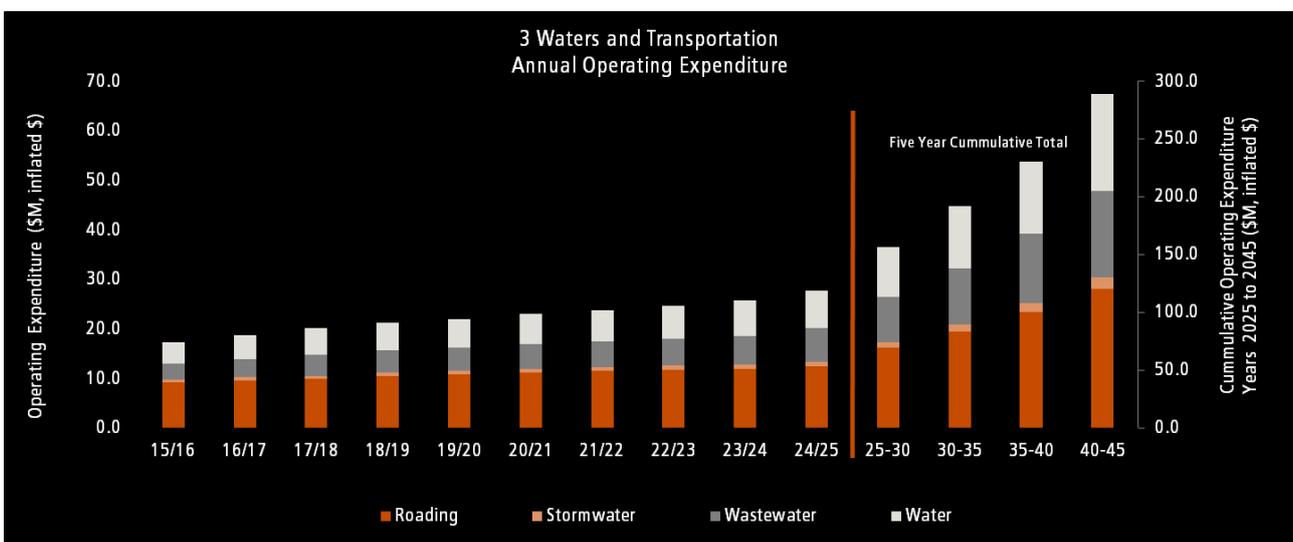
## ☑ Prudent renewal and maintenance expenditure

Renewals are funded from depreciation which is now charged through rates, but Council has limited depreciation reserves built up. This has meant that not enough money has been put aside in past years to renew assets as they reach the end of their useful lives, so that we can still enjoy those existing assets.

Where there is not enough in reserve to fund the renewals an internal interest rate is charged to reflect the reserve account going into deficit ie an internal loan occurs. The interest expense on this internal loan is funded from rates.

We are investing in expensive renewal programmes as networks (eg pipes) reach the end of their life, with the expectation that depreciation reserves collected beyond the 10 years will fund those renewals in time.

Keeping our assets well maintained will continue to be a major cost driver over the life of this LTP. Maintenance is a mechanism to ensure our assets continue to deliver the required level of service. When planned and timed appropriately it can slow down deterioration and delay asset renewal/replacement at an optimal cost.



## ✔ Build a self-insurance fund for underground assets

Council has an initial response fund for any natural disaster of \$1.8 million, and in the past has given back to ratepayers interest earned on the funds in an attempt to keep rate increases down. This practice has now ceased.

Council does not have insurance cover for our underground assets. In the past, given the strength of our balance sheet and the limited external borrowing, we would have extended our external borrowing had any major disaster occurred. However, given the level of external borrowing now required for investment in new infrastructure Council's capacity to further borrow externally should a disaster occur may be limited, and over the 10 years we are collecting rates to build a self-insurance fund for underground assets.

Due to the size and spread of our communities we consider it unlikely a disaster would affect the entire district at any one time so our modelling of our exposure has taken this into account to determine our share of the funds required. More work is required to establish the possible impact of an event, however the additional \$11 million we add to the fund in this 10 years goes a long way to mitigating our risk. (As discussed in the next section we may take longer than the 10 years to build this fund in favor of addressing other intergenerational equity issues.)

## ✔ Address intergenerational equity issues by ensuring each generation pays the true cost of services

This is where Council needs to address the issues of the past.

### ✘ Specifically where reserves have not been set aside for the purpose intended and have been used to defer external borrowing without regard for repayment, and simply where the total cost of service has not been collected.

Where we can identify what past reserves have been used for, for example new infrastructure assets such as the investment in water meters, we will borrow the money to repay the reserve fund over 35 years.

Where we are yet to determine what the past reserves have been used for (perhaps operational shortfalls) ratepayers are only being charged the costs of servicing this internal deficit in the meantime.

There are 175 bridges on the district's roading network. Thirty-five bridges are expected to reach the end of their economic life within the next 30 years, with a further 30 requiring significant renewals work. A significant number of these bridges are located on low volume roads and the economic viability of like for like replacement of these bridges will need to be reviewed. A good deal of further investigation and analysis work is planned for the next three years before any actual investment will occur.

In the past Council has not rate funded depreciation for bridge renewals, so there is no money set aside for the programme of renewals that will emerge over the next three years. The current projections take into account our current assessment of the increased work required, so ratepayers are being asked to fund the increased depreciation costs that result and the interest cost for the use of the money.

When a clear programme of work is complete we can then better consider the funding options available to us, but because bridges are long life assets, external loan funding may be appropriate. Council has the capacity to borrow further in terms of its limit to total assets, however it may be more appropriate to rate fund the replacements by taking longer to build the self-insurance fund.

With a view to limiting rates increases in the past the Cromwell Community Board has not rate funded enough depreciation for footpath renewals and does not have enough money specifically set aside to pay for the renewal programme as it stands now. There are a number of funding options available to us that we will consider over the

next three years once engagement with the community has occurred and the works programme has been confirmed, such as reserve contributions for the considerable pathway renewals related to our parks.

There is continued expectation from the community that services will be maintained and improved. When giving consideration to the principles of affordability and sustainability we have had to give consideration to our levels of service. In some asset areas, such as community facilities like halls, the level of service traditionally provided by Council is becoming more and more expensive, especially as we face the consequences of earthquake-prone buildings. Over the course of the next three years Council plans to review the level of service in these areas with the view to rationalising assets to ensure rates are kept affordable. Of course we need to balance the financial viability with the potential loss of heritage and consider the long-term effects on our smaller rural communities throughout the review.



### **High development expectations based on growth predictions, have not taken into account land use change and have led to insufficient revenue being received**

We have taken a more conservative approach to development contribution income and in areas where we are not projecting any growth we are no longer projecting a growth element to capital expenditure projects. This stops the issue from getting worse but does not address the past deficits. The interest expense charged on these deficits is recovered from rates. In areas where growth is projected, the growth element assigned to capital expenditure should be matched by development income over the long life of the asset. So while these accounts are in deficit currently, they should break even over the course of the assets life. The interest expense charged on these current deficits is recovered from rates.

In the case of the roading network we have taken account of land use change in the projections going forward. However Council has accumulated a \$5 million deficit over the last 10-15 years that we will reimburse from rates over this next 10 years.

Council wants to provide some certainty to ratepayers over the next 10 years and beyond, so by signaling the level of proposed rates and the rates limit we have, we believe we can address these outstanding financial issues over that time.

*Investments: We recognise that as a responsible public authority, any investments that we hold should be of a relatively low risk. We further recognise that lower risk generally means lower returns. Council aims to maximise investment income within a prudent level of investment risks. Currently we have money invested with banks in New Zealand and we aim to achieve market rates for these investments. We may also consider using investment funds for strategic assets where this could result in lower than market rate returns.*

*Our quantified target for returns on financial investments is to achieve a return equivalent to market rates. We will ensure that all funds are placed in suitable deposit accounts and no excess funds will remain not on deposit for more than 90 days. This is our current practice.*

### **Balanced Budget**

Council is required to operate a balanced budget whereby operating revenues are set at a level sufficient to meet that year's operating expenses.

Surpluses can result when:

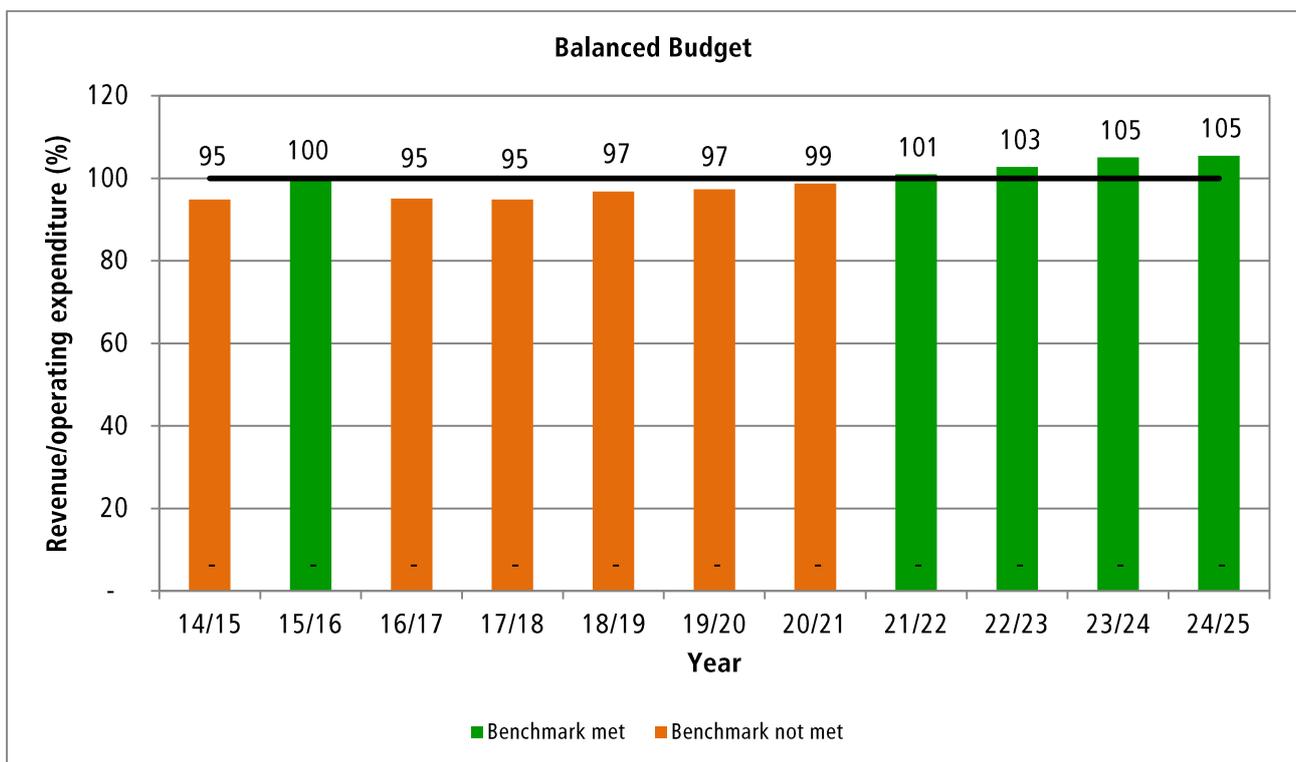
- Rates are raised to repay loans. The rates income appears in the prospective statement of comprehensive revenue but the repayment is a prospective statement of financial position item.
- Income for capital purposes such as development contributions and capital donations appear in the prospective statement of comprehensive revenue, however the corresponding capital expenditure is a prospective statement of financial position item.

- NZTA grants for roading are included in the prospective statement of comprehensive revenue. These are largely used to fund renewal expenditure which is a prospective statement of financial position item.
- Rates have been raised to build the self-insurance fund for underground assets. The rates income appears in the prospective statement of comprehensive revenue, but the reserve fund is a prospective statement of financial position item.
- Rates have been raised to repay the deficits in the roading development contribution fund, which are included in the prospective statement of comprehensive revenue. However the development contribution fund is a prospective statement of financial position item.

Deficits can result when:

- Council’s Revenue and Financing Policy indicates that in certain circumstances we will not fully fund depreciation from rates income. For example we are reconsidering our ownership of Elderly Persons’ Housing, certainly at the current levels at least. It is therefore unlikely that we would replace the existing housing stock, and accordingly we have chosen not to fund the increased depreciation arising from the revaluation of these properties.
- There are circumstances whereby fully rate funding depreciation may result in some ratepayers bearing a funding burden that is not entirely fair and equitable. This is where funds for capital project replacement are provided from sources outside Council, for example where a community has raised funds for a hall. Council would not rate fund the depreciation on the hall, as any replacement of that facility would be the responsibility of that community.

Council does not fully fund depreciation on roading assets. The difference between the amount Council funds for the roading capital spend and depreciation amounts to approximately \$600,000 per annum.



Council runs a surplus for Year 1 due to the projected receipt of a capital donation for the Memorial Hall upgrade and surpluses in the out years that reflect the building of the self-insurance fund, and the correcting of the roading development contributions.

From Years 2 to 6 Council is running deficits due to the amount of depreciation not being funded through rates, particularly for roading asset. Over the course of the next three years Council will be reconsidering its position on all

the intergenerational equity issues. Having considered the overall impact of our financial management policies and decisions Council believes this approach is financially prudent and accordingly has passed a resolution to this effect on 30 June 2015.

Council will continue to focus on the longer term by ensuring it only offsets rates increases with genuine surpluses rather than drawing on reserves, correctly costs its services through fees and charges, and reviews the rate funding of depreciation to ensure it is appropriate.

## Our ability to pay

Affordability is a fundamental driver in the development of this Financial Strategy. The Council acknowledges the vulnerability of our district, particularly in most rural townships. We understand property owners do not have a choice as to whether or not to pay rates, which is why we need to make sure our rates are affordable.

Council has given priority to core infrastructure services and in doing so has had little money left over for the 'nice to have' facilities. We have commenced discussions with various parts of our community ensuring consideration is given to pursuing alternate funding sources. We are also engaging with community groups to build partnerships based on innovation and resourcefulness.

Council has taken advantage of all of Government procurement and achieved savings in particular expenditure items. We intend to continue to look for smarter and more efficient ways of operating.

We have also entered into a number of partnerships that help us deliver our services in a more efficient way. We have some strong partnerships with neighbouring councils, examples being our shared library service and our joint emergency management officer with Queenstown Lakes District Council, and through our relationship with the newly merged Otago Rural Fire Authority. We also have strong links with local organisations and community groups in the district, for example Rotary and Lions working with our parks team on improvement projects in local reserves spaces, where local solutions allow the ratepayer's dollar to go further.

Just as the cost of running your household increases every year with inflation, so too does the cost of providing our services. This is because costs like energy, property, labour and construction continue to increase, which affects how much it costs us to deliver services to you. We have used inflation assumptions particular to councils and our assumptions that underpin this Financial Strategy are outlined in the financial section.

In planning for the long term the only certainty is uncertainty. With each assumption we inherit some risk of getting it wrong.

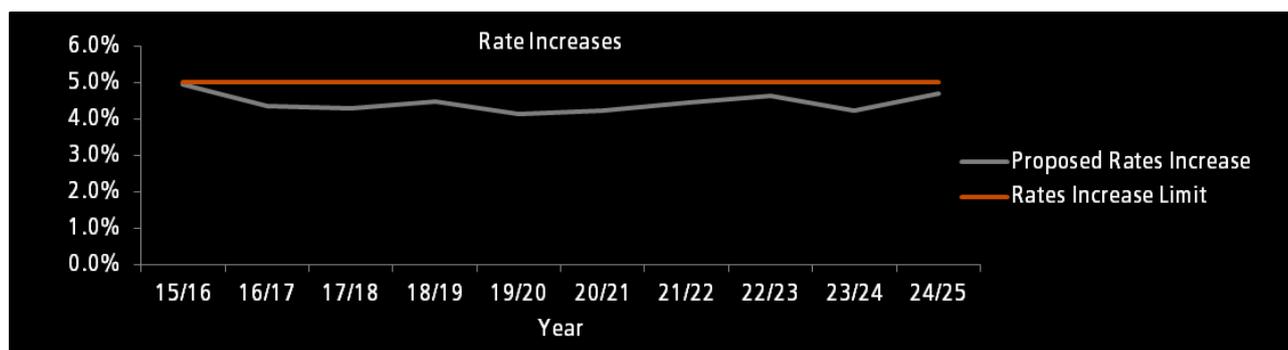
A positive challenge is that our district is still a desirable place to live for many people, although population growth and development growth have slowed. Although we have a responsibility to provide infrastructure in anticipation of growth, we have only assumed developers will contribute to that growth in areas where growth is projected to occur.

We project the urbanisation and ageing of our population will become a more significant driver of demand and change over the next 10 years. There is concern depopulation of rural towns will become an issue as we respond to the need to replace ageing assets and react to increasing expectations and standards. Council is considering the role the district has in balancing the affordability of sustaining our smaller rural towns over the next period of time.

Council continues to keep a close watch on land use, especially when it comes to potential dairy conversions and the impact that can have on our infrastructure, particularly our transportation network.

Council believes it has balanced up affordability with the need for suitable investment in our district to ensure our services are sustained for future generations and believes the rates are at reasonable levels given this level of investment.

With all this in mind, and given that our rates are amongst the lowest levels in the country Council has set a limit on rates increases of 5% per annum for existing ratepayers. The proposed rates increases are after an assumed .7% annual growth in rateable properties. These rates increases will go beyond the 10 years given the level of investment still to occur.



(These rates increases include volumetric water charges and there is no change in the volumetric water charge.)

It is important to remember this is an average across the district and that rate increases will vary from property to property, with some individual properties seeing increases above this limit, depending on a range of factors such as property valuations and targeted rates assessed on a ward basis.

Rates are the main source of income for Council. Currently we draw about 70% of our revenue from rates and propose to limit the rates collected each year to a maximum of 80% to total Council revenue.

Council's strategy is to ensure that both current and future ratepayers pay their fair share of the cost of providing services. This intergenerational equity is achieved through loan funding long-term assets and drawing rates to pay for the loan over an extended period of time. This ensures that both current and future users pay for the service.

After the initial investment in the first three years of this plan in new infrastructure, being Alexandra water upgrade and the Cromwell wastewater treatment plant upgrade, we will begin to build the self-insurance fund for underground assets, and correct the roading development contribution, so where at all practical our intention will be to borrow internally and make the most efficient use of reserve funds.

Funding of many services and activities is targeted at those who directly benefit, for example each water scheme is currently paid for by those who are connected to it. While this may appear to be consistent with 'who uses pays', it opens up the question of affordability and the district's role in helping fund some schemes and ease the costs so as to be sustainable and affordable for all communities. Mindful of this, Council has made the decision to change to a fully subsidised funding model for 3 Waters from Year 2 of the plan, subject to a full review of its Revenue and Financing Policy in the coming 12 months.

Council's approach will involve maintaining a focus on affordability and the long term consequences of decision making. We need to balance affordability with suitable investment in our district to ensure progress continues and this remains a great place to live, work and play.

# LEARN FROM THE PAST

Learn from past experiences with future generations in mind

# FINANCIALS

assumptions  
audit opinion  
accounting policies  
fees and charges



# PROSPECTIVE FINANCIAL INFORMATION

This section sets out the prospective financial information for the next 10 years. The prospective financial statements have been prepared in accordance with Financial Reporting Standard 42 Prospective Financial Statements.

Council is required under the Local Government Act 2002 to present prospective financial statements that span 10 years as part of the LTP. This provides our community the opportunity to review the projected financial results and the projected financial position of Council. This information may not be suitable for use in any other context.

The prospective financial statements have been prepared on the basis of best estimates as to future events which Council expects to take place. We use opening balances from the period ending 30 June 2015 where estimates have been restated accordingly if required.

The actual results achieved for any particular financial year are likely to vary from the information presented and the variations may be material depending on the circumstances that arise during the period.

The assumptions made in relation to arriving at the prospective financial statements are included under significant assumptions within this section.

## Financial Prudence Benchmarks

### Disclosure Statement

**What is the purpose of this statement?**

The purpose of this statement is to disclose the Council's planned financial performance in relation to various benchmarks to enable the assessment of whether the Council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings.

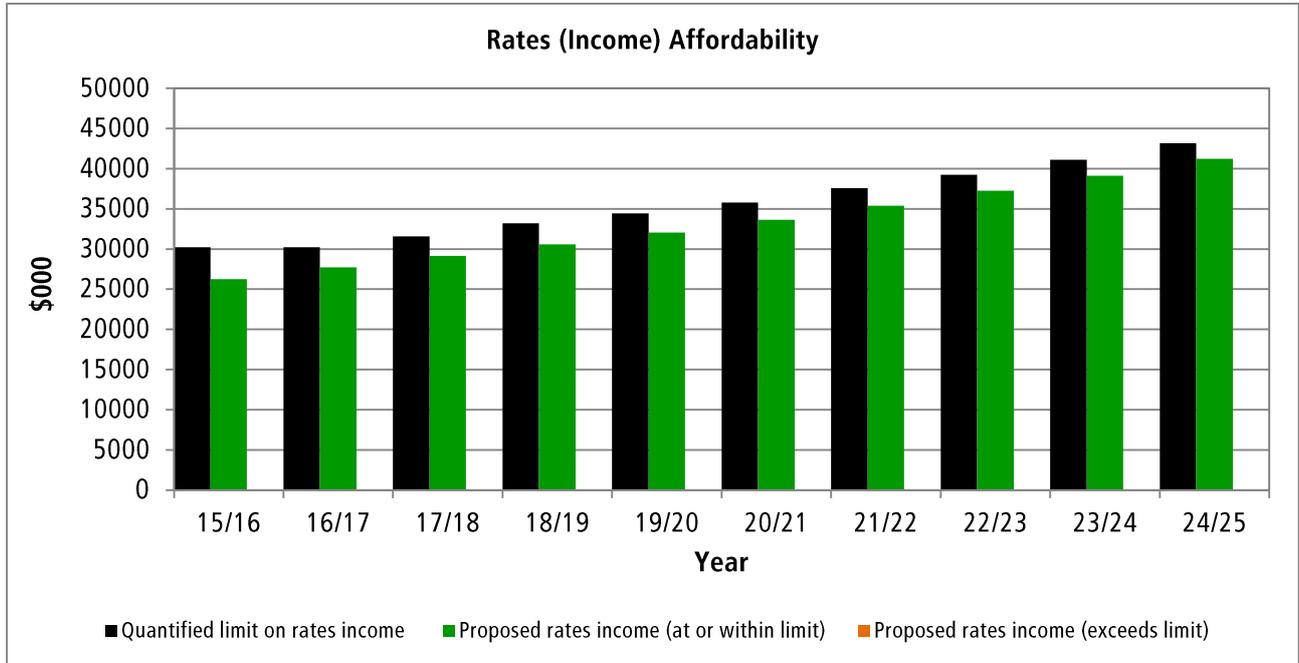
The Council is required to include this statement in its long-term plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

## Rates Affordability

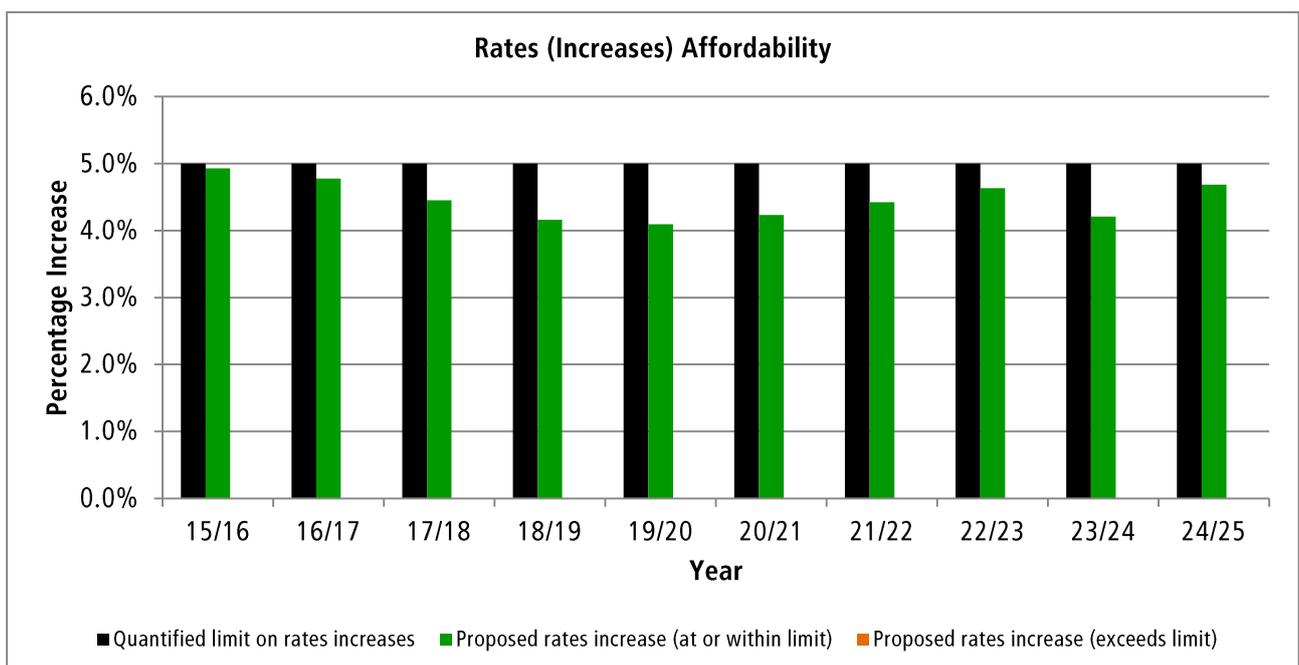
The Council meets the rates affordability benchmark if:

- Its planned rates income equals or is less than each quantified limit on rates; and
- Its planned rates increases equal or are less than each quantified limit on rates increases.

The following graph compares the Council's planned rates with a quantified limit on rates contained in the financial strategy included in this long-term plan. The quantified limit is 80% of total Council revenue.

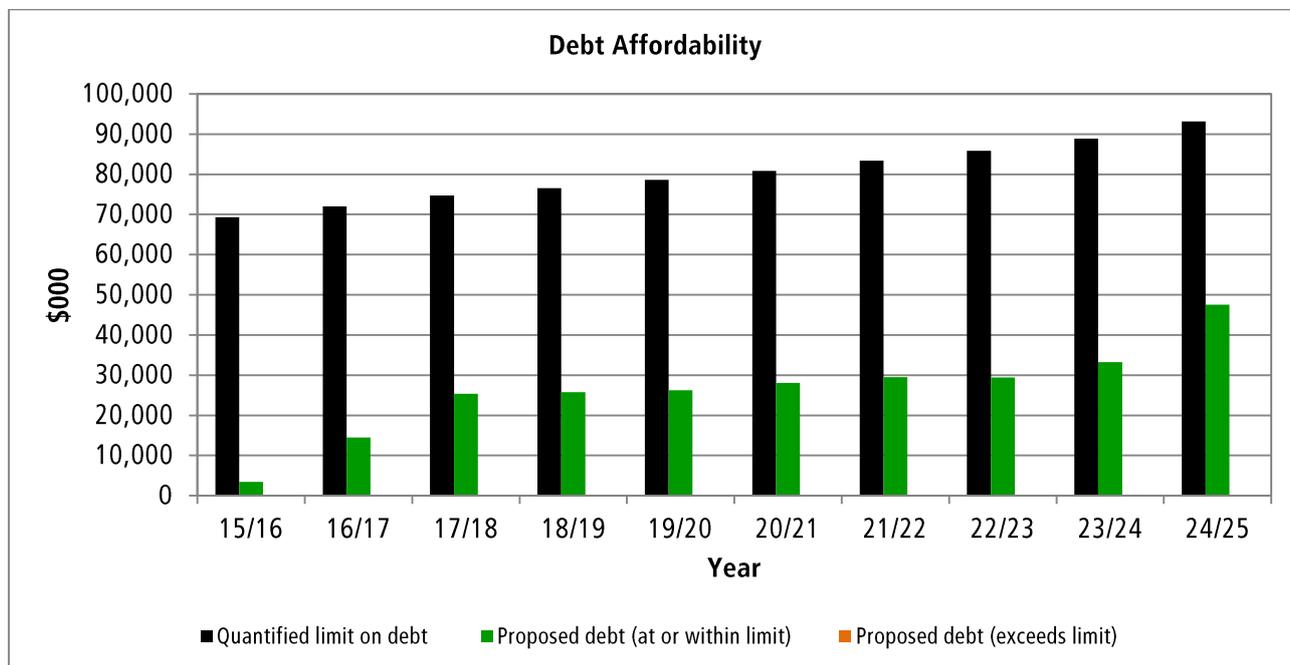


The following graph compares the Council's planned rates increases with a quantified limit on rates increases contained in the financial strategy included in this long-term plan. The quantified limit is 5% after growth.



## Debt Affordability

The Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing. The following graph compares the Council's planned debt with a quantified limit on borrowing contained in the financial strategy included in this long-term plan. The quantified limit is 10% of total assets.



## Balanced Budget

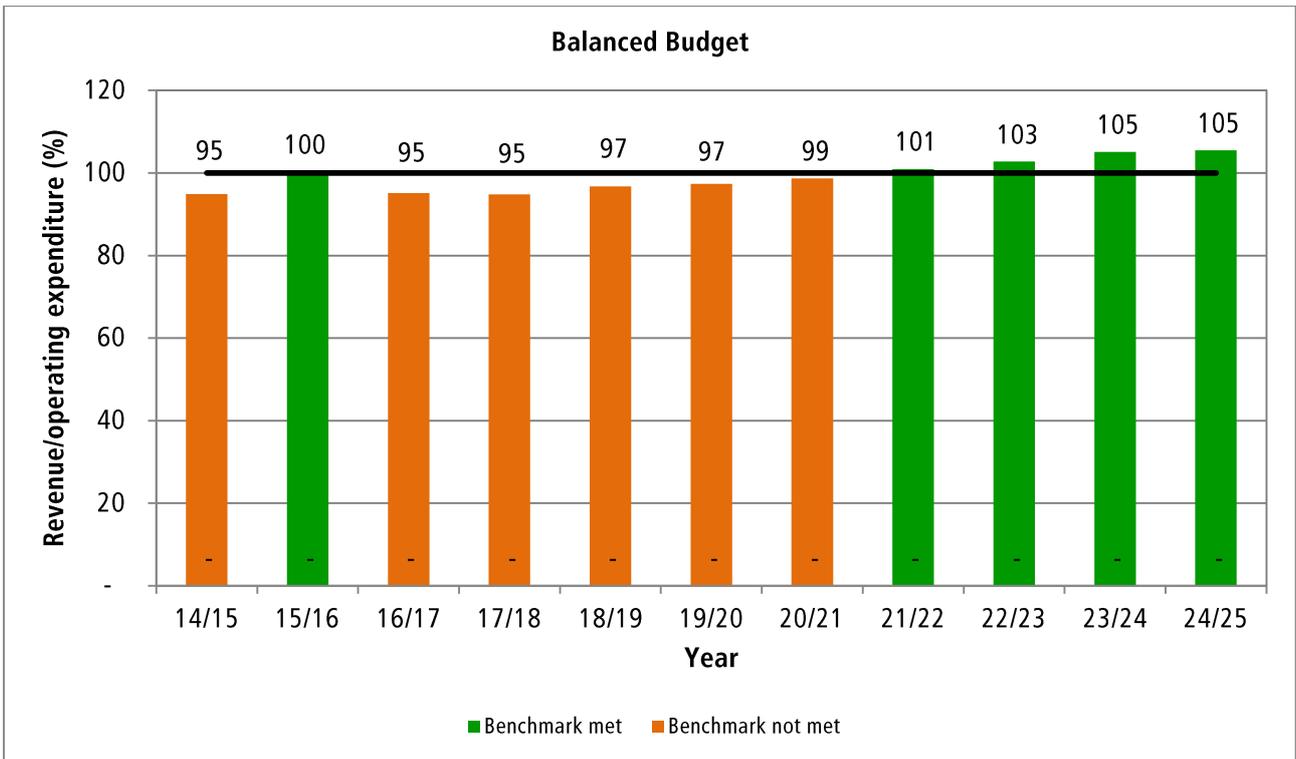
Council is required to operate a balanced budget whereby operating revenues are set at a level sufficient to meet that year's operating expenses.

Council runs a surplus for Year 1 due to the projected receipt of a capital donation for the Memorial Hall upgrade and surpluses in the out years which reflect the building of the self-insurance fund, and the correcting of the roading development contributions.

From years 2 to 6 Council is running deficits due to the amount of depreciation not being funded through rates, particularly for roading asset. Over the course of the next three years, Council will be reconsidering its position on all the intergenerational equity issues. Having considered the overall impact of our financial management policies and decisions Council believes this approach is financially prudent and accordingly has passed a resolution to this effect on 30 June 2015.

The following graph displays the Council's planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant or equipment) as a proportion of planned operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant, or equipment).

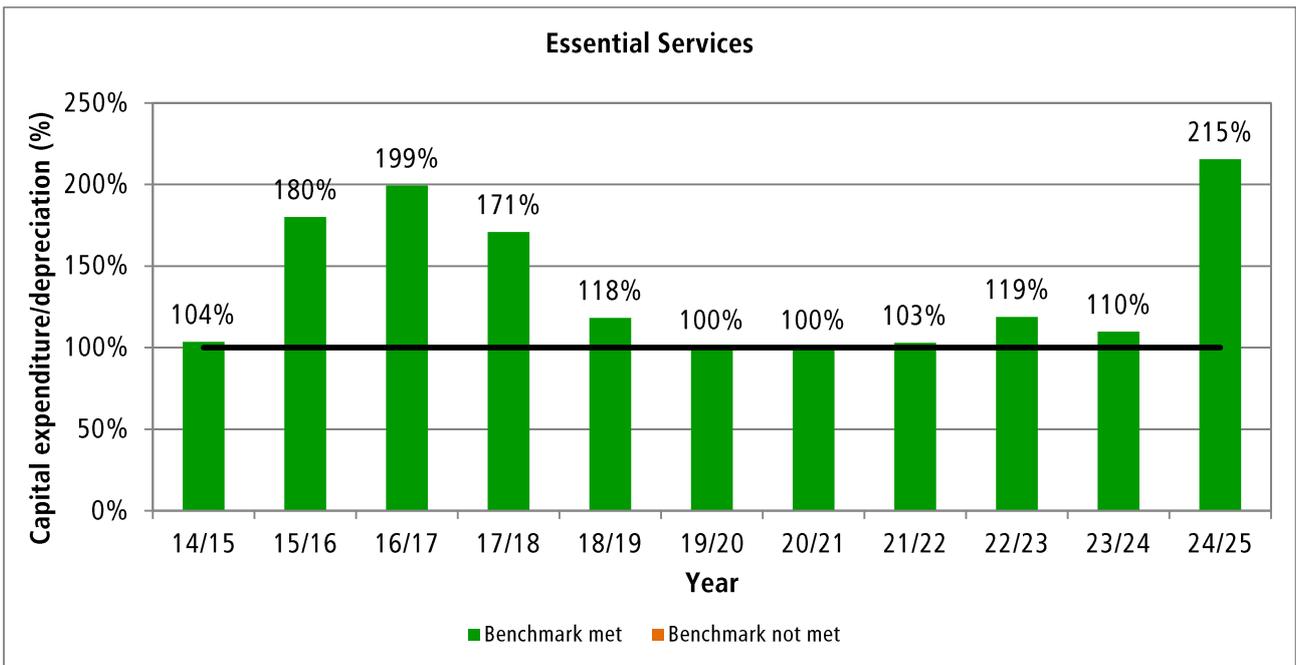
The Council meets the balanced budget benchmark if its planned revenue equals or is greater than its planned operating expenses.



### Essential Services

The following graph displays the Council’s planned capital expenditure on network services as a proportion of expected depreciation on network services.

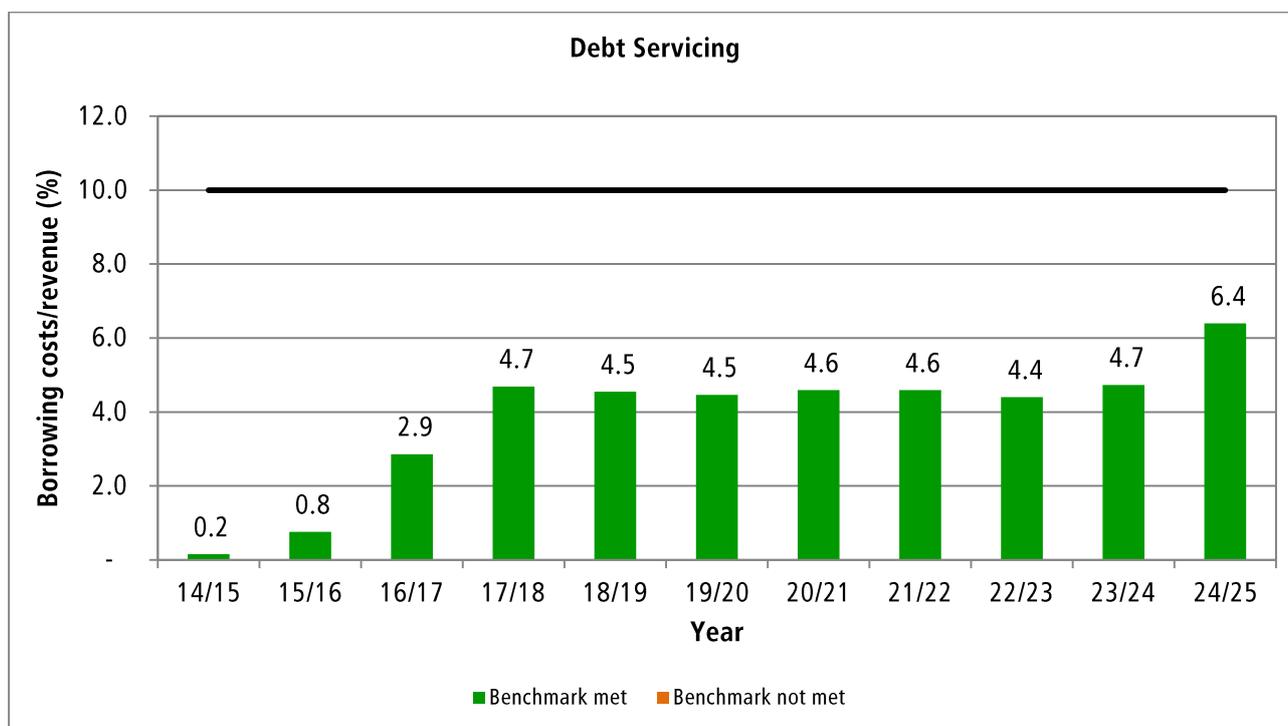
The Council meets the essential services benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services.



## Debt Servicing

The following graph displays the Council's planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment).

Because Statistics New Zealand projects the Council's population will grow as fast as the national population is projected to grow, it meets the debt servicing benchmark if its planned borrowing costs equal or are less than 10% of its planned revenue.



## Rating Information

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Projected ratepayer growth	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%
Rateable properties	13,835 30 June 2015	13,932 30 June 2016	14,030 30 June 2017	14,128 30 June 2018	14,227 30 June 2019	14,327 30 June 2020	14,427 30 June 2021	14,528 30 June 2022	14,630 30 June 2023	14,732 30 June 2024
% rate increase per property	4.9%	4.8%	4.5%	4.2%	4.1%	4.2%	4.4%	4.6%	4.2%	4.7%

# Otago Performance Improvement Framework

Central Otago District Council has partnered with its fellow Otago territorial authorities - Otago Regional Council, Clutha District, Dunedin City, Waitaki District and Queenstown Lakes District - in a regional benchmarking initiative. The seven Key Performance Indicators contained within the Otago Performance Improvement Framework are outlined below and we will be reporting against these indicators for the first time in the 2015/16 Annual Report in 2016.

The purpose of gathering this comparative information on an Otago-wide basis, including the use of an annual region-wide residents and ratepayers satisfaction survey, is to enable our six organisations to gauge how well our communities feel we are delivering services compared to others in Otago. This will provide insights into how councils can best invest their resources to improve service levels and resident satisfaction in future. It may also signal opportunities for neighbouring authorities to learn from each other and inform joint working arrangements.

AREA OF ACTIVITY	KEY PERFORMANCE INDICATORS
Infrastructure Asset Management	Percentage of the Council's budgeted capital works programme, including renewals, completed annually.
Resident and ratepayer satisfaction	Percentage of ratepayers who are satisfied with overall Council performance
Resident and ratepayer satisfaction	Percentage of ratepayers who are satisfied with Council communications
Resident and ratepayer satisfaction	Percentage of ratepayers who are satisfied with the quantity and quality of community facilities.  Subsidiary question: Have you used a community facility in the last 12 months?
Regulatory (planning services)	Percentage of building and resource consents issued within statutory times  average building/resource consent processing days
Affordability	Rates per ratepayer as a percentage of household income
Corporate services	Cost of Administrative and Support Services as a percentage of organisational running cost

2014/15 AP \$000	Prospective Funding Impact Statement <b>WHOLE OF COUNCIL</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>OPERATING</b>											
5,014	General rates, uniform annual general charges and rates penalties	4,965	5,201	5,142	5,860	6,515	7,318	8,151	9,135	9,901	10,069
19,907	Targeted rates	21,354	22,565	24,061	24,768	25,587	26,375	27,276	28,190	29,264	31,216
1,600	Subsidies and grants for operating purposes	2,089	2,061	2,141	2,152	2,223	2,224	2,346	2,409	2,426	2,559
3,473	Fees and charges	3,702	3,778	3,849	3,950	4,021	4,077	4,143	4,212	4,283	4,356
339	Interest and dividends from investments	424	355	503	430	465	570	701	716	925	988
1,463	Local authorities fuel tax, fines, infringement fees and other receipts	1,425	1,501	1,483	1,525	1,616	1,611	1,659	1,757	1,756	1,807
<b>31,796</b>	<b>Total operating funding</b>	<b>33,959</b>	<b>35,461</b>	<b>37,179</b>	<b>38,685</b>	<b>40,427</b>	<b>42,175</b>	<b>44,276</b>	<b>46,419</b>	<b>48,555</b>	<b>50,995</b>
<b>Applications of operating funding</b>											
22,552	Payments to staff and suppliers	24,010	24,532	24,971	25,635	26,455	26,981	27,753	28,543	28,979	29,788
52	Finance costs	283	1,067	1,833	1,869	1,904	2,032	2,136	2,138	2,410	3,420
2,460	Other operating funding applications	2,627	2,660	2,662	2,602	2,691	2,687	2,775	2,862	2,904	2,908
<b>25,064</b>	<b>Total applications of operating funding</b>	<b>26,920</b>	<b>28,259</b>	<b>29,466</b>	<b>30,106</b>	<b>31,050</b>	<b>31,700</b>	<b>32,664</b>	<b>33,543</b>	<b>34,293</b>	<b>36,116</b>
<b>6,732</b>	<b>Surplus (deficit) of operating funding</b>	<b>7,039</b>	<b>7,202</b>	<b>7,713</b>	<b>8,579</b>	<b>9,377</b>	<b>10,475</b>	<b>11,612</b>	<b>12,876</b>	<b>14,262</b>	<b>14,879</b>
<b>CAPITAL</b>											
<b>Sources of capital funding</b>											
1,902	Subsidies and grants for capital expenditure	3,435	1,912	1,869	2,377	2,190	2,118	2,254	2,188	2,362	2,484
320	Development and financial contributions	385	397	408	421	433	446	460	474	488	502
-	Increase (decrease) in debt	3,421	11,088	10,831	464	466	1,777	1,429	(25)	3,808	14,280
2,391	Gross proceeds from sale of assets	4,191	1,732	51	327	6	329	54	333	7	313
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
<b>4,613</b>	<b>Total sources of capital funding</b>	<b>11,432</b>	<b>15,129</b>	<b>13,159</b>	<b>3,589</b>	<b>3,095</b>	<b>4,670</b>	<b>4,197</b>	<b>2,970</b>	<b>6,665</b>	<b>17,579</b>
<b>Applications of capital funding</b>											
Capital expenditure											
1,198	- to meet additional demand	1,387	2,304	2,416	1,260	835	899	1,135	1,518	1,372	4,482
3,753	- to improve the level of service	7,247	7,778	5,743	3,385	2,708	3,178	2,739	4,725	4,116	13,520
9,290	- to replace existing assets	13,001	11,429	9,574	9,242	8,185	8,715	8,462	8,392	8,813	9,276
(2,844)	Increase (decrease) in reserves	(3,143)	929	3,193	(1,662)	802	2,406	3,521	1,263	6,672	5,204
(52)	Increase (decrease) in investments	(21)	(108)	(54)	(57)	(58)	(53)	(49)	(52)	(47)	(24)
<b>11,345</b>	<b>Total Applications of capital funding</b>	<b>18,471</b>	<b>22,331</b>	<b>20,872</b>	<b>12,168</b>	<b>12,472</b>	<b>15,145</b>	<b>15,809</b>	<b>15,846</b>	<b>20,927</b>	<b>32,458</b>
<b>(6,732)</b>	<b>Surplus (deficit) of capital expenditure</b>	<b>(7,039)</b>	<b>(7,202)</b>	<b>(7,713)</b>	<b>(8,579)</b>	<b>(9,377)</b>	<b>(10,475)</b>	<b>(11,612)</b>	<b>(12,876)</b>	<b>(14,262)</b>	<b>(14,879)</b>
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-	-
<b>10,362</b>	<b>Depreciation expense (not included in above FIS)</b>	<b>10,398</b>	<b>11,031</b>	<b>11,708</b>	<b>12,324</b>	<b>12,734</b>	<b>13,170</b>	<b>13,424</b>	<b>13,766</b>	<b>14,161</b>	<b>14,585</b>

2014/15 AP \$000	Reconciliation of <b>FUNDING IMPACT STATEMENT</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>PUBLIC EQUITY</b>											
6,732	Surplus (deficit) of operating funding from funding impact statement	7,039	7,202	7,713	8,579	9,377	10,475	11,612	12,876	14,262	14,879
(10,362)	Depreciation	(10,398)	(11,031)	(11,708)	(12,324)	(12,734)	(13,170)	(13,424)	(13,766)	(14,161)	(14,585)
1,902	Subsidies and grants for capital purposes	3,435	1,912	1,869	2,377	2,190	2,118	2,254	2,188	2,362	2,484
320	Development and financial contributions	385	397	408	421	433	446	460	474	488	502
<b>(1,408)</b>	<b>Net surplus (deficit) before tax in Statement of Financial Performance</b>	<b>461</b>	<b>(1,520)</b>	<b>(1,718)</b>	<b>(947)</b>	<b>(734)</b>	<b>(131)</b>	<b>902</b>	<b>1,772</b>	<b>2,951</b>	<b>3,280</b>

2014/15 AP \$000	Prospective Statement of <b>COMPREHENSIVE REVENUE &amp; EXPENDITURE</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>REVENUE</b>											
<b>Revenue from non-exchange transactions</b>											
4,949	General rates	4,910	5,146	5,087	5,805	6,460	7,263	8,096	9,080	9,846	10,014
18,464	Targeted rates	19,895	21,092	22,575	23,268	24,073	24,847	25,734	26,633	27,694	29,632
1,443	Charges for volumetric water	1,458	1,472	1,486	1,500	1,514	1,528	1,542	1,556	1,570	1,585
65	Penalties, remissions, discounts	55	55	55	55	55	55	55	55	55	55
3,299	Subsidies and grants	5,524	3,974	4,011	4,529	4,413	4,342	4,601	4,596	4,789	5,042
1,035	Regulatory fees	1,155	1,173	1,192	1,244	1,263	1,273	1,294	1,315	1,336	1,358
3,121	User fees and other revenue	3,079	3,218	3,294	3,375	3,493	3,544	3,625	3,763	3,804	3,896
408	Development and financial contributions	385	397	408	421	433	446	460	474	488	502
<b>Revenue from exchange transactions</b>											
455	Direct charges revenue – full cost recovery	495	486	493	499	521	512	519	526	533	541
436	Rental revenue	397	401	353	357	358	360	363	364	365	369
339	Interest	424	355	503	430	465	570	701	716	925	988
3	Dividends	-	-	-	-	-	-	-	-	-	-
-	Profit of sale of assets	-	-	-	-	-	-	-	-	-	-
48	Gains (loss) on revaluation of investment properties	-	-	-	-	-	-	-	-	-	-
<b>34,066</b>	<b>Total revenue</b>	<b>37,779</b>	<b>37,771</b>	<b>39,456</b>	<b>41,484</b>	<b>43,049</b>	<b>44,740</b>	<b>46,990</b>	<b>49,080</b>	<b>51,406</b>	<b>53,981</b>
<b>EXPENDITURE</b>											
7,322	Employee benefit expenses	7,879	8,114	8,310	8,498	8,724	8,926	9,154	9,387	9,616	9,851
10,362	Depreciation and amortisation	10,398	11,031	11,708	12,324	12,734	13,170	13,424	13,766	14,161	14,585
52	Finance costs	283	1,068	1,831	1,868	1,903	2,033	2,136	2,138	2,409	3,420
-	Valuation losses	-	-	-	-	-	-	-	-	-	-
17,690	Other expenses	18,758	19,078	19,325	19,741	20,422	20,742	21,374	22,017	22,269	22,845
<b>35,426</b>	<b>Total expenditure</b>	<b>37,318</b>	<b>39,291</b>	<b>41,174</b>	<b>42,431</b>	<b>43,783</b>	<b>44,871</b>	<b>46,088</b>	<b>47,308</b>	<b>48,455</b>	<b>50,701</b>
<b>(1,360)</b>	<b>Surplus (deficit) before tax</b>	<b>461</b>	<b>(1,520)</b>	<b>(1,718)</b>	<b>(947)</b>	<b>(734)</b>	<b>(131)</b>	<b>902</b>	<b>1,772</b>	<b>2,951</b>	<b>3,280</b>
-	Income tax expense	-	-	-	-	-	-	-	-	-	-
<b>(1,360)</b>	<b>Surplus (deficit) after tax</b>	<b>461</b>	<b>(1,520)</b>	<b>(1,718)</b>	<b>(947)</b>	<b>(734)</b>	<b>(131)</b>	<b>902</b>	<b>1,772</b>	<b>2,951</b>	<b>3,280</b>
<b>GAIN ON ASSET REVALUATIONS</b>											
2,346	Gains (loss) on revaluation of water assets	1,233	994	1,254	1,463	1,731	1,835	1,824	1,879	2,225	2,505
1,609	Gains (loss) on revaluation of wastewater assets	2,010	1,962	2,376	2,569	2,996	3,173	3,370	3,729	3,959	4,153
406	Gains (loss) on revaluation of stormwater assets	560	571	346	365	453	572	504	547	523	651
8,149	Gains (loss) on revaluation of roading assets	13,372	13,606	13,925	14,653	15,340	15,414	16,522	16,888	16,894	17,432
-	Gains (loss) on revaluation of property & parks assets	-	-	-	-	-	-	-	-	-	-
48	Gains (loss) on revaluation of investment properties	-	-	-	-	-	-	-	-	-	-
<b>12,510</b>	<b>Total gain on asset revaluations</b>	<b>17,176</b>	<b>17,132</b>	<b>17,901</b>	<b>19,049</b>	<b>20,520</b>	<b>20,994</b>	<b>22,220</b>	<b>23,043</b>	<b>23,601</b>	<b>24,741</b>
<b>12,510</b>	<b>Total other comprehensive revenue and expense</b>	<b>17,176</b>	<b>17,132</b>	<b>17,901</b>	<b>19,049</b>	<b>20,520</b>	<b>20,994</b>	<b>22,220</b>	<b>23,043</b>	<b>23,601</b>	<b>24,741</b>
<b>11,150</b>	<b>Total comprehensive revenue and expense</b>	<b>17,637</b>	<b>15,612</b>	<b>16,183</b>	<b>18,102</b>	<b>19,786</b>	<b>20,863</b>	<b>23,122</b>	<b>24,815</b>	<b>26,552</b>	<b>28,021</b>

2014/15 AP \$000	Prospective Statement of <b>CHANGES IN NET ASSETS/EQUITY</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>PUBLIC EQUITY</b>											
661,627	Public equity 1 July	666,909	684,546	700,158	716,341	734,443	754,229	775,092	798,214	823,029	849,581
<b>Accumulated funds</b>											
340,263	Balance at 1 July	342,546	343,004	341,481	339,760	338,810	338,073	337,938	338,836	340,604	343,551
(1,408)	Surplus (deficit) after tax	461	(1,520)	(1,718)	(947)	(734)	(131)	902	1,772	2,951	3,280
(3)	Transfer to restricted reserves	(3)	(3)	(3)	(3)	(3)	(4)	(4)	(4)	(4)	(4)
-	Transfer from property revaluation reserve on disposal	-	-	-	-	-	-	-	-	-	-
<b>338,852</b>	<b>Balance at 30 June</b>	<b>343,004</b>	<b>341,481</b>	<b>339,760</b>	<b>338,810</b>	<b>338,073</b>	<b>337,938</b>	<b>338,836</b>	<b>340,604</b>	<b>343,551</b>	<b>346,827</b>
<b>OTHER RESERVES</b>											
<b>Property revaluation reserve</b>											
321,295	Balance at 1 July	324,292	341,468	358,600	376,501	395,550	416,070	437,064	459,284	482,327	505,928
12,558	Revaluation gains (loss)	17,176	17,132	17,901	19,049	20,520	20,994	22,220	23,043	23,601	24,741
-	Transfer to accumulated funds on disposal on property	-	-	-	-	-	-	-	-	-	-
<b>333,853</b>	<b>Balance at 30 June</b>	<b>341,468</b>	<b>358,600</b>	<b>376,501</b>	<b>395,550</b>	<b>416,070</b>	<b>437,064</b>	<b>459,284</b>	<b>482,327</b>	<b>505,928</b>	<b>530,668</b>
<b>Fair value through other comprehensive revenue reserve</b>											
-	Balance at 1 July	-	-	-	-	-	-	-	-	-	-
-	Revaluation gains (loss)	-	-	-	-	-	-	-	-	-	-
-	Reclassification to surplus or deficit on disposal	-	-	-	-	-	-	-	-	-	-
-	<b>Balance at 30 June</b>	-	-	-	-	-	-	-	-	-	-
<b>Restricted reserves (trust and bequest funds)</b>											
69	Balance at 1 July	71	74	77	80	83	86	90	94	98	102
3	Transfer from accumulated funds	3	3	3	3	3	4	4	4	4	4
<b>72</b>	<b>Balance at 30 June</b>	<b>74</b>	<b>77</b>	<b>80</b>	<b>83</b>	<b>86</b>	<b>90</b>	<b>94</b>	<b>98</b>	<b>102</b>	<b>106</b>
<b>333,925</b>	<b>Total other reserves</b>	<b>341,542</b>	<b>358,677</b>	<b>376,581</b>	<b>395,633</b>	<b>416,156</b>	<b>437,154</b>	<b>459,378</b>	<b>482,425</b>	<b>506,030</b>	<b>530,774</b>
<b>672,777</b>	<b>Public equity 30 June</b>	<b>684,546</b>	<b>700,158</b>	<b>716,341</b>	<b>734,443</b>	<b>754,229</b>	<b>775,092</b>	<b>798,214</b>	<b>823,029</b>	<b>849,581</b>	<b>877,601</b>

2014/15 AP \$000	Prospective Statement of <b>FINANCIAL POSITION</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>PUBLIC EQUITY</b>											
338,852	Accumulated funds	343,004	341,481	339,760	338,810	338,073	337,938	338,836	340,604	343,551	346,827
333,853	Property revaluation reserves	341,468	358,600	376,501	395,550	416,070	437,064	459,284	482,327	505,928	530,668
-	Fair value through other comprehensive revenue reserve	-	-	-	-	-	-	-	-	-	-
72	Restricted reserves	74	77	80	83	86	90	94	98	102	106
<b>672,777</b>	<b>Total public equity</b>	<b>684,546</b>	<b>700,158</b>	<b>716,341</b>	<b>734,443</b>	<b>754,229</b>	<b>775,092</b>	<b>798,214</b>	<b>823,029</b>	<b>849,581</b>	<b>877,601</b>
<b>REPRESENTED BY:</b>											
<b>Current assets</b>											
5,306	Cash and cash equivalents	7,353	8,237	11,385	9,677	10,434	12,792	16,265	17,478	24,100	29,249
-	Other financial assets	-	-	-	-	-	-	-	-	-	-
2,432	Debtors and other receivables	2,858	2,929	3,002	3,078	3,154	3,232	3,313	3,397	3,482	3,569
63	Inventories	35	35	35	35	35	35	35	35	35	35
<b>7,801</b>	<b>Total current assets</b>	<b>10,246</b>	<b>11,201</b>	<b>14,422</b>	<b>12,790</b>	<b>13,623</b>	<b>16,059</b>	<b>19,613</b>	<b>20,910</b>	<b>27,617</b>	<b>32,853</b>
<b>Less current liabilities</b>											
930	Agency and deposits	520	520	520	520	520	520	520	520	520	520
2,524	Creditors and other payables	4,591	4,706	4,823	4,944	5,068	5,194	5,324	5,457	5,594	5,733
-	Provisions	-	-	-	-	-	-	-	-	-	-
-	Borrowings	-	-	-	-	-	-	-	-	-	-
<b>3,454</b>	<b>Total current liabilities</b>	<b>5,111</b>	<b>5,226</b>	<b>5,343</b>	<b>5,464</b>	<b>5,588</b>	<b>5,714</b>	<b>5,844</b>	<b>5,977</b>	<b>6,114</b>	<b>6,253</b>
<b>4,347</b>	<b>Working capital</b>	<b>5,135</b>	<b>5,976</b>	<b>9,079</b>	<b>7,326</b>	<b>8,036</b>	<b>10,345</b>	<b>13,769</b>	<b>14,933</b>	<b>21,504</b>	<b>26,600</b>
<b>Non-current assets</b>											
665	Available for sale financial assets	126	126	126	126	126	126	126	126	126	126
1,892	Loans and receivables	528	423	363	303	243	196	149	119	89	89
273	Intangible assets	434	434	434	434	434	434	434	434	434	434
966	Forestry assets	942	951	960	969	978	987	996	1,005	1,014	1,023
1,593	Investment property	1,878	1,878	1,878	1,878	1,878	1,878	1,878	1,878	1,878	1,878
663,084	Property, plant and equipment	678,952	704,901	728,858	749,224	768,810	789,171	810,335	833,985	857,795	894,990
<b>668,473</b>	<b>Total non-current assets</b>	<b>682,860</b>	<b>708,713</b>	<b>732,620</b>	<b>752,934</b>	<b>772,470</b>	<b>792,792</b>	<b>813,918</b>	<b>837,547</b>	<b>861,336</b>	<b>898,541</b>
<b>Less non-current liabilities</b>											
43	Provisions	28	22	17	11	5	-	-	-	-	-
-	Borrowings	3,421	14,509	25,340	25,805	26,270	28,046	29,474	29,450	33,257	47,538
<b>43</b>	<b>Total non-current liabilities</b>	<b>3,449</b>	<b>14,531</b>	<b>25,357</b>	<b>25,816</b>	<b>26,275</b>	<b>28,046</b>	<b>29,474</b>	<b>29,450</b>	<b>33,257</b>	<b>47,538</b>
<b>672,777</b>	<b>Net assets</b>	<b>684,546</b>	<b>700,158</b>	<b>716,341</b>	<b>734,443</b>	<b>754,229</b>	<b>775,092</b>	<b>798,214</b>	<b>823,029</b>	<b>849,581</b>	<b>877,601</b>

2014/15 AP \$000	Prospective Statement of <b>CASH FLOWS</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>											
Cash was provided from:											
33,676	Receipts from rates, fees and other revenue	37,424	37,487	39,026	41,129	42,662	44,250	46,370	48,446	50,568	53,078
339	Interest dividend	424	355	503	430	465	570	701	716	925	988
3	Dividends received	-	-	-	-	-	-	-	-	-	-
<b>34,018</b>	<b>Total cash provided</b>	<b>37,848</b>	<b>37,842</b>	<b>39,529</b>	<b>41,559</b>	<b>43,127</b>	<b>44,820</b>	<b>47,071</b>	<b>49,162</b>	<b>51,493</b>	<b>54,066</b>
Cash was applied to:											
25,064	Payments to suppliers and employees	26,796	27,356	27,799	28,409	29,320	29,847	30,711	31,592	32,077	32,893
-	External interest paid	236	1,019	1,784	1,818	1,853	1,980	2,083	2,083	2,354	3,363
<b>25,064</b>	<b>Total cash applied</b>	<b>27,032</b>	<b>28,375</b>	<b>29,583</b>	<b>30,227</b>	<b>31,173</b>	<b>31,827</b>	<b>32,794</b>	<b>33,675</b>	<b>34,431</b>	<b>36,256</b>
<b>8,954</b>	<b>Net cash inflow (outflow) from operating activities</b>	<b>10,816</b>	<b>9,468</b>	<b>9,946</b>	<b>11,332</b>	<b>11,954</b>	<b>12,992</b>	<b>14,277</b>	<b>15,487</b>	<b>17,063</b>	<b>17,810</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>											
Cash was provided from:											
2,391	Sale of property, plant and equipment	4,191	1,732	51	327	6	329	54	333	7	313
52	Repayment of loans and receivables	21	108	54	57	58	53	49	52	47	24
<b>2,443</b>	<b>Total cash provided</b>	<b>4,212</b>	<b>1,840</b>	<b>105</b>	<b>384</b>	<b>64</b>	<b>382</b>	<b>103</b>	<b>385</b>	<b>54</b>	<b>337</b>
Cash was applied to:											
14,241	Purchase of property, plant and equipment	21,634	21,511	17,734	13,888	11,727	12,793	12,335	14,634	14,302	27,279
-	Purchase of investments	-	-	-	-	-	-	-	-	-	-
<b>14,241</b>	<b>Total cash applied</b>	<b>21,634</b>	<b>21,511</b>	<b>17,734</b>	<b>13,888</b>	<b>11,727</b>	<b>12,793</b>	<b>12,335</b>	<b>14,634</b>	<b>14,302</b>	<b>27,279</b>
<b>(11,798)</b>	<b>Net cash inflow (outflow) from investing activities</b>	<b>(17,422)</b>	<b>(19,671)</b>	<b>(17,629)</b>	<b>(13,504)</b>	<b>(11,663)</b>	<b>(12,411)</b>	<b>(12,232)</b>	<b>(14,249)</b>	<b>(14,248)</b>	<b>(26,942)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
Cash was provided from:											
-	Loans raised	3,446	11,196	11,026	678	700	2,042	1,724	293	4,179	14,784
Loans funded by cash investments											
Cash was applied to:											
-	Loans repaid	25	108	195	214	234	265	296	318	371	504
Loans funded by cash investments											
-	<b>Net cash inflow (outflow) from financing activities</b>	<b>3,421</b>	<b>11,088</b>	<b>10,831</b>	<b>464</b>	<b>466</b>	<b>1,777</b>	<b>1,428</b>	<b>(25)</b>	<b>3,808</b>	<b>14,280</b>
<b>(2,844)</b>	<b>Net cash increase (decrease) in cash held</b>	<b>(3,185)</b>	<b>885</b>	<b>3,148</b>	<b>(1,708)</b>	<b>757</b>	<b>2,358</b>	<b>3,473</b>	<b>1,213</b>	<b>6,623</b>	<b>5,148</b>
<b>8,147</b>	<b>Opening cash held 1 July</b>	<b>10,537</b>	<b>7,353</b>	<b>8,237</b>	<b>11,385</b>	<b>9,677</b>	<b>10,434</b>	<b>12,792</b>	<b>16,265</b>	<b>17,478</b>	<b>24,100</b>
<b>5,303</b>	<b>Closing cash held 30 June</b>	<b>7,353</b>	<b>8,237</b>	<b>11,385</b>	<b>9,677</b>	<b>10,434</b>	<b>12,792</b>	<b>16,265</b>	<b>17,478</b>	<b>24,100</b>	<b>29,249</b>

<b>RESERVES</b>		Opening	Transfers	Transfers	Closing
		Balance	In	Out	Balance
		2015/16	2015/16-	2015/16-	2024/25
		(\$000)	2024/25	2024/25	(\$000)
			(\$000)	(\$000)	
<b>Specific Reserves</b>					
These reserves are designated from a statute or legal document or are to maintain and provide for improvements to separately identifiable areas.	Other Infrastructure	901	97	(176)	821
	Parks, Reserves and Cemeteries	21	7	-	28
	Libraries, Swimming Pools & Community Facilities	26	14	-	40
	Self-insurance Fund	1,746	11,485	-	13,231
	Governance & Corporate Services	2,171	1,315	(116)	3,370
	<b>Total Specific Reserves</b>	<b>4,864</b>	<b>12,918</b>	<b>(292)</b>	<b>17,490</b>
<b>Development Contributions</b>					
To provide for growth in identifiable infrastructure assets.	Governance & Corporate Services	(6,009)	7,951	(15,448)	(13,506)
	<b>Total Development Contributions</b>	<b>(6,009)</b>	<b>7,951</b>	<b>(15,448)</b>	<b>(13,506)</b>
<b>General Reserves</b>					
These reserves are invested to provide a financial return to ratepayers.	Governance & Corporate Services	9,205	5,054	(568)	13,691
	<b>Total General Reserves</b>	<b>9,205</b>	<b>5,054</b>	<b>(568)</b>	<b>13,691</b>
<b>Property</b>					
To provide for the purchase of properties.	Other Infrastructure	824	1,222	-	2,046
	Libraries, Swimming Pools & Community Facilities	275	34	-	309
	Governance & Corporate Services	202	175	-	377
	<b>Total Property</b>	<b>1,300</b>	<b>1,431</b>	<b>-</b>	<b>2,731</b>
<b>Loss of Service Potential and Development</b>					
To set aside funds for the replacement or provision of assets in identifiable infrastructure areas.	Water	(2,571)	7,752	(3,995)	1,186
	Wastewater	21	7,748	(199)	7,569
	Stormwater	1,243	810	(646)	1,407
	Transportation	(1,512)	2,449	(7,803)	(6,865)
	Other Infrastructure	(21)	-	-	(21)
	<b>Total Loss of Service Potential &amp; Development</b>	<b>(2,840)</b>	<b>18,759</b>	<b>(12,643)</b>	<b>3,276</b>
<b>Amenities</b>					
To provide funding for ongoing operations and assets in amenity areas.	Waste Minimisation	(477)	217	(267)	(527)
	Other Infrastructure	(305)	644	-	338
	Parks, Reserves & Cemeteries	709	3	(339)	373
	Libraries, Swimming Pools & Community Facilities	(697)	1,315	(147)	471
	Planning & Environment	330	175	(15)	490
	<b>Total Amenities</b>	<b>(440)</b>	<b>2,353</b>	<b>(767)</b>	<b>1,146</b>
<b>Governance</b>					
To provide funding for the elected member activity, specifically the democratic process.	Governance & Corporate Services	98	-	(32)	65
	<b>Total Governance Reserves</b>	<b>98</b>	<b>-</b>	<b>(32)</b>	<b>65</b>
<b>District Development</b>					
To provide funding for ongoing operations and assets in this activity.	District Development	(107)	53	(18)	(72)
	<b>Total District Development Reserves</b>	<b>(107)</b>	<b>53</b>	<b>(18)</b>	<b>(72)</b>
		<b>6,071</b>	<b>48,519</b>	<b>(29,768)</b>	<b>24,822</b>

<b>CAPITAL EXPENDITURE</b>	<b>2015/16 Year 1 \$000</b>	<b>2016/17 Year 2 \$000</b>	<b>2017/18 Year 3 \$000</b>	<b>Year 4-10 \$000</b>
<b>Water</b>	<b>7,588</b>	<b>5,598</b>	<b>3,010</b>	<b>25,572</b>
Alexandra – Electrical & Instrumentation Renewals	62	65	67	544
Alexandra – Northern Reservoir	-	-	-	2,582
Alexandra – Reticulation Renewals	219	227	235	1,915
Alexandra – Treatment Upgrade	5,372	3,207	-	-
Alexandra – Valves & Hydrants	46	48	50	558
Alexandra – Future Development	100	-	-	1,778
Cromwell – New Pisa Reservoir	-	16	221	2,371
Cromwell – Reticulation Extensions	-	214	-	458
Cromwell – Reticulation Renewals	103	107	111	1,804
Cromwell – New Rising Main	-	-	-	1,516
Cromwell – Water Fixture Renewals	103	107	111	902
Cromwell – Reticulation Extension	-	-	-	533
Naseby – Treatment Plant Upgrade	-	-	-	697
Omakau – Treatment Plant Upgrade	77	80	830	-
Ranfurlly – Reticulation Renewals	103	107	111	902
Roxburgh – Reticulation Renewals	93	80	100	811
Roxburgh – Water Fixture Renewals	57	59	61	496
District-wide – Demand Management	96	92	50	425
District-wide – Piped Network Renewals	1,155	1,200	1,064	7,280
<b>Wastewater</b>	<b>1,964</b>	<b>6,338</b>	<b>7,653</b>	<b>24,843</b>
Alexandra – Dunorling Street Pumpstation Storage	-	-	83	1,247
Alexandra – Electrical & Instrumentation Renewals	52	53	55	451
Alexandra – Mechanical Plant Renewals	52	-	55	451
Alexandra – Reticulation Renewals	236	305	277	1,984
Clyde – New Wastewater Scheme	-	-	-	13,247
Cromwell – Electrical & Instrumentation Renewals	49	50	52	424
Cromwell – Mechanical Plant Renewals	57	59	61	496
Cromwell – Reticulation Extensions	-	176	244	189
Cromwell – Treatment Plant Upgrade	517	4,543	5,258	574
Ranfurlly – Condition Assessments	42	44	45	370
Roxburgh – Reticulation Renewals	40	42	42	388
Other	920	1,066	1,481	5,022
<b>Stormwater</b>	<b>130</b>	<b>81</b>	<b>181</b>	<b>3,353</b>
Alexandra – Stormwater Extensions	21	21	22	677
Alexandra – Resource Consents	-	-	-	564
Alexandra – Monitoring Instrumentation	2	-	-	63
Alexandra – Condition Inspections	10	-	-	39
Earnsclough/Manuherikia – Treatment Upgrade	-	-	-	234
Cromwell – Resource Consents	10	-	-	605
Cromwell – Network Renewals	-	27	-	64
Cromwell – Monitoring Instrumentation	2	-	-	63
Cromwell – Condition Inspections	10	-	-	39
Cromwell – Manhole Renewals	5	5	-	26
Maniototo – Network Renewals	-	-	-	111
Maniototo – Treatment Upgrade	-	-	-	69
Maniototo – Condition Inspections	8	-	-	29
Ranfurlly – Stormwater Extensions	-	-	20	47
Roxburgh – Stormwater Extension	16	16	17	255
Roxburgh – Treatment Upgrade	-	-	-	229
Roxburgh – Network Renewals	-	-	55	-
Roxburgh – Treatment Upgrade	-	-	33	-
Other	45	11	33	240
<b>Transportation</b>	<b>4,207</b>	<b>4,353</b>	<b>4,162</b>	<b>40,336</b>
Renewal Local Roads – Unsealed Metalling	1,466	1,513	1,557	11,889
Renewal Local Roads – Sealed Resurfacing	1,103	1,140	1,173	7,743
Cromwell Footpaths	237	222	266	6,995
Minor Improvements	438	438	438	3,495
Renewal Local Roads – Drainage Renewal	371	371	371	3,091
Renewal Local Roads – Structures	200	138	21	2,485
Renewal Local Roads – Pavement Reconstruction	-	-	-	1,585
Alexandra Footpaths	125	129	133	1,050
Other	267	402	203	2,002

<b>CAPITAL EXPENDITURE</b>	<b>2015/16 Year 1 \$000</b>	<b>2016/17 Year 2 \$000</b>	<b>2017/18 Year 3 \$000</b>	<b>Year 4-10 \$000</b>
<b>Waste Minimisation</b>	<b>60</b>	<b>55</b>	<b>41</b>	<b>248</b>
<b>Other Infrastructure</b>	<b>3,286</b>	<b>288</b>	<b>185</b>	<b>1,777</b>
Airports	66	-	-	382
Commercial Property	3,029	97	-	6
Council Offices	49	32	33	259
Elderly Persons' Housing	126	108	101	803
Forestry	9	9	9	63
Public Toilets	8	2	-	-
Asset Management	-	41	42	264
<b>Parks, Reserves &amp; Cemeteries</b>	<b>443</b>	<b>614</b>	<b>458</b>	<b>2,543</b>
Parks & Reserves	365	533	406	2,181
Cromwell Reserves	77	125	114	1,113
Molyneux Park	25	18	9	279
Pioneer Park	27	113	22	121
Anderson Park	31	101	26	107
Other Reserves Maniototo	19	32	27	130
Clutha Management	42	26	16	107
Other Reserves Alexandra	39	11	30	89
Omakau Recreation Reserve Committee	13	30	22	35
Other	93	113	141	200
Cemeteries	78	46	53	362
Alexandra Cemetery	41	11	10	186
Cromwell Cemetery	29	12	35	82
Omakau, Clyde, Ranfurly Cemetery	8	23	8	94
<b>Community Facilities, Libraries &amp; Swimming Pools</b>	<b>2,842</b>	<b>2,961</b>	<b>847</b>	<b>2,636</b>
Community Buildings	1,730	1,560	125	129
Cromwell Memorial Hall	1,500	1,500	-	-
Molyneux Stadium	31	-	80	-
Maniototo Stadium	56	19	24	10
Alexandra Community Centre	10	7	-	44
Maniototo Community Halls	2	-	1	49
Clyde Community Centre	42	-	3	-
Roxburgh Town Hall	40	-	-	-
Other	79	7	17	27
Cromwell Town Centre	767	722	416	849
Libraries	145	493	143	1,007
Library Policy	137	137	137	965
Alexandra, Cromwell, Maniototo, Roxburgh Library	9	356	6	41
Swimming Pools	171	211	164	651
Cromwell Swim Centre	75	127	121	244
Molyneux Aquatic Centre	67	74	6	304
Ranfurly Pool, Millers Flat Pool, Moa Creek/Poolburn	29	10	37	103
<b>District Development</b>	<b>80</b>	<b>65</b>	<b>42</b>	<b>265</b>
Council Offices	80	-	-	-
Alexandra Information Centre	80	-	-	-
Community Services	-	65	42	265
Motor Vehicles	-	65	42	265
<b>Planning &amp; Environment</b>	<b>-</b>	<b>131</b>	<b>42</b>	<b>298</b>
Civil Defence	-	33	-	74
Environmental/Health/Building	-	98	-	177
Resource Management	-	-	42	48
<b>Governance &amp; Corporate Services</b>	<b>1,035</b>	<b>1,027</b>	<b>1,112</b>	<b>5,088</b>
Council Offices	201	63	67	365
Information Systems	624	693	871	3,013
Governance & Corporate Services	210	272	175	1,710
<b>Grand Total</b>	<b>21,634</b>	<b>21,511</b>	<b>17,734</b>	<b>106,958</b>

2014/15 AP \$000	Prospective Funding Impact Statement <b>WATER</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>OPERATING</b>											
-	General rates, uniform annual general charges and rates penalties	-	-	-	-	-	-	-	-	-	-
4,038	Targeted rates	4,274	4,956	5,365	5,561	5,841	6,108	6,428	6,699	7,273	7,641
20	Subsidies and grants for operating purposes	72	21	22	23	24	25	26	27	28	29
-	Fees and charges	-	-	-	-	-	-	-	-	-	-
72	Internal charges and overheads recovered	100	95	89	103	97	88	90	74	119	185
-	Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-
<b>4,130</b>	<b>Total operating funding</b>	<b>4,446</b>	<b>5,072</b>	<b>5,476</b>	<b>5,687</b>	<b>5,962</b>	<b>6,221</b>	<b>6,544</b>	<b>6,800</b>	<b>7,420</b>	<b>7,855</b>
<b>Applications of operating funding</b>											
1,790	Payments to staff and suppliers	1,741	1,793	1,867	1,948	2,054	2,120	2,216	2,307	2,407	2,543
-	Finance costs	200	670	953	964	967	1,007	1,088	1,077	1,342	1,458
958	Internal charges and overheads applied	945	999	901	868	912	954	952	995	1,071	1,071
58	Other operating funding applications	64	65	67	68	70	72	73	75	77	79
<b>2,806</b>	<b>Total applications of operating funding</b>	<b>2,950</b>	<b>3,527</b>	<b>3,788</b>	<b>3,848</b>	<b>4,003</b>	<b>4,153</b>	<b>4,329</b>	<b>4,454</b>	<b>4,897</b>	<b>5,151</b>
<b>1,324</b>	<b>Surplus (deficit) of operating funding</b>	<b>1,496</b>	<b>1,545</b>	<b>1,688</b>	<b>1,839</b>	<b>1,959</b>	<b>2,068</b>	<b>2,215</b>	<b>2,346</b>	<b>2,523</b>	<b>2,704</b>
<b>CAPITAL</b>											
<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
90	Development and financial contributions	60	62	64	66	68	70	72	74	76	78
-	Increase (decrease) in debt	2,839	6,665	4,008	143	30	560	1,143	(168)	3,741	1,626
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>90</b>	<b>Total sources of capital funding</b>	<b>2,899</b>	<b>6,727</b>	<b>4,072</b>	<b>209</b>	<b>98</b>	<b>630</b>	<b>1,215</b>	<b>(94)</b>	<b>3,817</b>	<b>1,704</b>
<b>Applications of capital funding</b>											
<b>Capital expenditure</b>											
245	- to meet additional demand	741	537	208	179	79	188	410	583	553	2,620
923	- to improve the level of service	4,515	2,940	941	903	502	1,360	1,244	1,836	907	1,960
1,034	- to replace existing assets	2,329	2,116	1,861	1,772	1,641	1,538	1,629	1,798	1,820	2,051
(788)	Increase (decrease) in reserves	(3,191)	2,678	2,750	(804)	(165)	(389)	147	(1,964)	3,059	(2,222)
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
<b>1,414</b>	<b>Total applications of capital funding</b>	<b>4,395</b>	<b>8,272</b>	<b>5,760</b>	<b>2,048</b>	<b>2,057</b>	<b>2,698</b>	<b>3,430</b>	<b>2,252</b>	<b>6,340</b>	<b>4,408</b>
<b>(1,324)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(1,496)</b>	<b>(1,545)</b>	<b>(1,688)</b>	<b>(1,839)</b>	<b>(1,959)</b>	<b>(2,068)</b>	<b>(2,215)</b>	<b>(2,346)</b>	<b>(2,523)</b>	<b>(2,704)</b>
-	Funding balance	-	-	-	-	-	-	-	-	-	-
<b>1,305</b>	<b>Depreciation expense (not included in above FIS)</b>	<b>1,332</b>	<b>1,415</b>	<b>1,550</b>	<b>1,692</b>	<b>1,801</b>	<b>1,903</b>	<b>2,031</b>	<b>2,151</b>	<b>2,287</b>	<b>2,438</b>

2014/15 AP \$000	<b>Prospective Funding Impact Statement WASTEWATER</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>OPERATING</b>											
-	General rates, uniform annual general charges and rates penalties	-	-	-	-	-	-	-	-	-	-
2,830	Targeted rates	3,163	3,499	4,097	4,269	4,469	4,709	4,874	5,135	5,381	6,686
2	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
-	Fees and charges	-	-	-	-	-	-	-	-	-	-
66	Internal charges and overheads recovered	70	89	146	170	174	184	195	210	229	251
5	Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-
<b>2,903</b>	<b>Total operating funding</b>	<b>3,233</b>	<b>3,588</b>	<b>4,243</b>	<b>4,439</b>	<b>4,643</b>	<b>4,893</b>	<b>5,069</b>	<b>5,345</b>	<b>5,610</b>	<b>6,937</b>
<b>Applications of operating funding</b>											
1,120	Payments to staff and suppliers	1,291	1,251	1,326	1,420	1,474	1,536	1,596	1,705	1,814	1,911
1	Finance costs	36	348	830	838	859	944	965	976	966	1,860
458	Internal charges and overheads applied	556	602	643	648	684	686	675	724	782	803
65	Other operating funding applications	68	70	72	74	76	78	80	82	85	87
<b>1,644</b>	<b>Total applications of operating funding</b>	<b>1,951</b>	<b>2,271</b>	<b>2,871</b>	<b>2,980</b>	<b>3,093</b>	<b>3,244</b>	<b>3,316</b>	<b>3,487</b>	<b>3,647</b>	<b>4,661</b>
<b>1,259</b>	<b>Surplus (deficit) of operating funding</b>	<b>1,282</b>	<b>1,317</b>	<b>1,372</b>	<b>1,459</b>	<b>1,550</b>	<b>1,649</b>	<b>1,753</b>	<b>1,858</b>	<b>1,963</b>	<b>2,276</b>
<b>CAPITAL</b>											
<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
70	Development and financial contributions	110	113	117	120	124	128	131	135	139	144
-	Increase (decrease) in debt	517	4,424	6,824	111	284	1,207	289	147	(157)	12,660
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>70</b>	<b>Total sources of capital funding</b>	<b>627</b>	<b>4,537</b>	<b>6,941</b>	<b>231</b>	<b>408</b>	<b>1,335</b>	<b>420</b>	<b>282</b>	<b>(18)</b>	<b>12,804</b>
<b>Applications of capital funding</b>											
<b>Capital expenditure</b>											
219	- to meet additional demand	188	1,377	1,841	446	119	122	64	324	137	1,124
966	- to improve the level of service	602	3,035	3,683	739	690	660	257	1,329	996	9,794
717	- to replace existing assets	1,173	1,927	2,129	1,324	1,010	1,124	1,170	1,098	1,117	1,201
(573)	Increase (decrease) in reserves	(55)	(484)	660	(819)	139	1,078	682	(610)	(304)	2,962
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
<b>1,329</b>	<b>Total applications of capital funding</b>	<b>1,909</b>	<b>5,854</b>	<b>8,313</b>	<b>1,690</b>	<b>1,958</b>	<b>2,984</b>	<b>2,173</b>	<b>2,140</b>	<b>1,945</b>	<b>15,080</b>
<b>(1,259)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(1,282)</b>	<b>(1,317)</b>	<b>(1,372)</b>	<b>(1,459)</b>	<b>(1,550)</b>	<b>(1,649)</b>	<b>(1,753)</b>	<b>(1,858)</b>	<b>(1,963)</b>	<b>(2,276)</b>
-	Funding balance	-	-	-	-	-	-	-	-	-	-
<b>1,261</b>	<b>Depreciation expense (not included in above FIS)</b>	<b>1,273</b>	<b>1,340</b>	<b>1,426</b>	<b>1,514</b>	<b>1,606</b>	<b>1,698</b>	<b>1,799</b>	<b>1,906</b>	<b>2,013</b>	<b>2,126</b>

2014/15 AP \$000	Prospective Funding Impact Statement <b>STORMWATER</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>OPERATING</b>											
-	General rates, uniform annual general charges and rates penalties	-	-	-	-	-	-	-	-	-	-
333	Targeted rates	395	412	426	451	479	503	538	587	660	714
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
-	Fees and charges	-	-	-	-	-	-	-	-	-	-
43	Internal charges and overheads recovered	53	59	66	71	75	80	82	80	73	65
-	Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-	-	-	-	-	-	-	-
<b>376</b>	<b>Total operating funding</b>	<b>448</b>	<b>471</b>	<b>492</b>	<b>522</b>	<b>554</b>	<b>583</b>	<b>620</b>	<b>667</b>	<b>733</b>	<b>779</b>
<b>Applications of operating funding</b>											
64	Payments to staff and suppliers	96	99	102	106	110	115	120	124	129	135
-	Finance costs	-	-	-	-	-	-	-	-	16	16
47	Internal charges and overheads applied	83	88	88	95	99	102	104	112	120	126
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
<b>111</b>	<b>Total applications of operating funding</b>	<b>179</b>	<b>187</b>	<b>190</b>	<b>201</b>	<b>209</b>	<b>217</b>	<b>224</b>	<b>236</b>	<b>265</b>	<b>277</b>
<b>265</b>	<b>Surplus (deficit) of operating funding</b>	<b>269</b>	<b>284</b>	<b>302</b>	<b>321</b>	<b>345</b>	<b>366</b>	<b>396</b>	<b>431</b>	<b>468</b>	<b>502</b>
<b>CAPITAL</b>											
<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	231	(2)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
-	<b>Total sources of capital funding</b>	-	-	-	-	-	-	-	-	<b>231</b>	<b>(2)</b>
<b>Applications of capital funding</b>											
<b>Capital expenditure</b>											
10	- to meet additional demand	8	1	14	2	41	25	5	5	13	17
51	- to improve the level of service	50	60	161	86	229	160	30	405	1,039	472
-	- to replace existing assets	72	19	6	107	5	-	448	67	69	129
204	Increase (decrease) in reserves	139	204	121	127	71	182	(87)	(46)	(423)	(118)
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
<b>265</b>	<b>Total applications of capital funding</b>	<b>269</b>	<b>284</b>	<b>302</b>	<b>321</b>	<b>345</b>	<b>366</b>	<b>396</b>	<b>431</b>	<b>699</b>	<b>500</b>
<b>(265)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(269)</b>	<b>(284)</b>	<b>(302)</b>	<b>(321)</b>	<b>(345)</b>	<b>(366)</b>	<b>(396)</b>	<b>(431)</b>	<b>(468)</b>	<b>(502)</b>
-	Funding balance	-	-	-	-	-	-	-	-	-	-
<b>386</b>	<b>Depreciation expense (not included in above FIS)</b>	<b>391</b>	<b>407</b>	<b>424</b>	<b>444</b>	<b>466</b>	<b>488</b>	<b>517</b>	<b>551</b>	<b>588</b>	<b>622</b>

2014/15 AP \$000	Prospective Funding Impact Statement <b>TRANSPORTATION</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>OPERATING</b>											
3,886	General rates, uniform annual general charges and rates penalties	3,831	3,888	3,855	4,250	4,255	4,205	4,441	4,423	4,583	4,810
710	Targeted rates	776	818	870	928	984	1,089	1,172	1,273	1,390	1,485
1437	Subsidies and grants for operating purposes	1,883	1,920	1,902	2,005	2,058	2,071	2,190	2,249	2,263	2,392
12	Fees and charges	9	9	10	10	10	10	11	11	11	12
45	Internal charges and overheads recovered	44	43	45	43	44	46	50	53	56	61
147	Local authorities fuel tax, fines, infringement fees and other receipts	177	174	174	175	175	175	176	176	177	177
<b>6,237</b>	<b>Total operating funding</b>	<b>6,720</b>	<b>6,852</b>	<b>6,857</b>	<b>7,411</b>	<b>7,526</b>	<b>7,596</b>	<b>8,039</b>	<b>8,185</b>	<b>8,481</b>	<b>8,937</b>
<b>Applications of operating funding</b>											
3240	Payments to staff and suppliers	3,585	3,612	3,566	3,743	3,800	3,824	4,043	4,143	4,169	4,408
-	Finance costs	-	-	-	-	-	-	-	-	-	-
934	Internal charges and overheads applied	938	975	993	1,038	1,073	1,134	1,164	1,213	1,262	1,299
33	Other operating funding applications	26	27	28	28	29	30	30	31	32	32
<b>4,207</b>	<b>Total applications of operating funding</b>	<b>4,549</b>	<b>4,614</b>	<b>4,587</b>	<b>4,809</b>	<b>4,902</b>	<b>4,988</b>	<b>5,237</b>	<b>5,387</b>	<b>5,463</b>	<b>5,739</b>
<b>2,030</b>	<b>Surplus (deficit) of operating funding</b>	<b>2,171</b>	<b>2,238</b>	<b>2,270</b>	<b>2,602</b>	<b>2,624</b>	<b>2,608</b>	<b>2,802</b>	<b>2,798</b>	<b>3,018</b>	<b>3,198</b>
<b>CAPITAL</b>											
<b>Sources of capital funding</b>											
1864	Subsidies and grants for capital expenditure	1,875	1,886	1,866	2,280	2,183	2,115	2,251	2,185	2,359	2,481
120	Development and financial contributions	160	165	170	175	180	185	191	197	203	209
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	8	21	-	-	9	24	-	-	10
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>1,984</b>	<b>Total sources of capital funding</b>	<b>2,035</b>	<b>2,059</b>	<b>2,057</b>	<b>2,455</b>	<b>2,363</b>	<b>2,309</b>	<b>2,466</b>	<b>2,382</b>	<b>2,562</b>	<b>2,700</b>
<b>Applications of capital funding</b>											
Capital expenditure											
524	- to meet additional demand	449	389	353	633	596	564	656	606	669	721
563	- to improve the level of service	948	710	670	1,240	1,159	947	1,156	1,101	1,118	1,239
2900	- to replace existing assets	2,810	3,254	3,139	3,686	3,855	3,743	3,974	4,053	4,201	4,419
27	Increase (decrease) in reserves	(1)	(56)	165	(502)	(623)	(337)	(518)	(580)	(408)	(481)
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
<b>4014</b>	<b>Total applications of capital funding</b>	<b>4,206</b>	<b>4,297</b>	<b>4,327</b>	<b>5,057</b>	<b>4,987</b>	<b>4,917</b>	<b>5,268</b>	<b>5,180</b>	<b>5,580</b>	<b>5,898</b>
<b>(2,030)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(2,171)</b>	<b>(2,238)</b>	<b>(2,270)</b>	<b>(2,602)</b>	<b>(2,624)</b>	<b>(2,608)</b>	<b>(2,802)</b>	<b>(2,798)</b>	<b>(3,018)</b>	<b>(3,198)</b>
-	Funding balance	-	-	-	-	-	-	-	-	-	-
<b>4,970</b>	<b>Depreciation expense (not included in above FIS)</b>	<b>4,712</b>	<b>5,042</b>	<b>5,382</b>	<b>5,741</b>	<b>6,004</b>	<b>6,323</b>	<b>6,371</b>	<b>6,498</b>	<b>6,628</b>	<b>6,761</b>

2014/15 AP \$000	Prospective Funding Impact Statement <b>WASTE MINIMISATION</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>OPERATING</b>											
-	General rates, uniform annual general charges and rates penalties	-	-	-	-	-	-	-	-	-	-
2,313	Targeted rates	2,440	2,480	2,503	2,533	2,567	2,644	2,652	2,686	2,711	2,727
53	Subsidies and grants for operating purposes	68	69	71	72	74	75	77	78	80	81
54	Fees and charges	64	66	67	69	70	71	73	74	76	77
7	Internal charges and overheads recovered	-	-	1	1	2	3	4	5	5	6
685	Local authorities fuel tax, fines, infringement fees and other receipts	587	615	643	674	705	738	772	808	845	885
<b>3,112</b>	<b>Total operating funding</b>	<b>3,159</b>	<b>3,230</b>	<b>3,285</b>	<b>3,349</b>	<b>3,418</b>	<b>3,531</b>	<b>3,578</b>	<b>3,651</b>	<b>3,717</b>	<b>3,776</b>
<b>Applications of operating funding</b>											
2,583	Payments to staff and suppliers	2,683	2,738	2,800	2,863	2,927	3,024	3,062	2,970	3,038	3,109
-	Finance costs	-	-	-	-	-	-	-	-	-	-
288	Internal charges and overheads applied	306	311	315	321	323	337	339	332	335	329
176	Other operating funding applications	174	190	185	179	184	190	195	226	220	213
<b>3,047</b>	<b>Total applications of operating funding</b>	<b>3,163</b>	<b>3,239</b>	<b>3,300</b>	<b>3,363</b>	<b>3,434</b>	<b>3,551</b>	<b>3,596</b>	<b>3,528</b>	<b>3,593</b>	<b>3,651</b>
<b>65</b>	<b>Surplus (deficit) of operating funding</b>	<b>(4)</b>	<b>(9)</b>	<b>(15)</b>	<b>(14)</b>	<b>(16)</b>	<b>(20)</b>	<b>(18)</b>	<b>123</b>	<b>124</b>	<b>125</b>
<b>CAPITAL</b>											
<b>Sources of capital funding</b>											
8	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>8</b>	<b>Total sources of capital funding</b>	<b>-</b>									
<b>Applications of capital funding</b>											
Capital expenditure											
100	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
57	- to improve the level of service	60	55	41	37	38	33	34	35	36	36
6	- to replace existing assets	-	-	-	-	-	-	-	-	-	-
(90)	Increase (decrease) in reserves	(64)	(64)	(56)	(51)	(54)	(53)	(52)	88	88	89
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
<b>73</b>	<b>Total applications of capital funding</b>	<b>(4)</b>	<b>(9)</b>	<b>(15)</b>	<b>(14)</b>	<b>(16)</b>	<b>(20)</b>	<b>(18)</b>	<b>123</b>	<b>124</b>	<b>125</b>
<b>(65)</b>	<b>Surplus (deficit) of capital funding</b>	<b>4</b>	<b>9</b>	<b>15</b>	<b>14</b>	<b>16</b>	<b>20</b>	<b>18</b>	<b>(123)</b>	<b>(124)</b>	<b>(125)</b>
-	Funding balance	-	-	-	-	-	-	-	-	-	-
<b>65</b>	<b>Depreciation expense (not included in above FIS)</b>	<b>69</b>	<b>64</b>	<b>59</b>	<b>59</b>	<b>55</b>	<b>53</b>	<b>54</b>	<b>51</b>	<b>52</b>	<b>53</b>

2014/15 AP \$000	Prospective Funding Impact Statement <b>OTHER INFRASTRUCTURE</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>OPERATING</b>											
812	General rates, uniform annual general charges and rates penalties	833	804	813	826	851	848	799	819	787	745
252	Targeted rates	327	334	304	325	337	359	356	445	373	380
-	- Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
763	Fees and charges	823	857	879	905	925	941	959	976	992	1,011
240	Internal charges and overheads recovered	494	534	559	555	616	637	652	741	730	735
62	Local authorities fuel tax, fines, infringement fees and other receipts	58	60	61	63	64	66	68	69	71	72
<b>2,129</b>	<b>Total operating funding</b>	<b>2,535</b>	<b>2,590</b>	<b>2,616</b>	<b>2,675</b>	<b>2,793</b>	<b>2,852</b>	<b>2,834</b>	<b>3,050</b>	<b>2,953</b>	<b>2,943</b>
<b>Applications of operating funding</b>											
1,678	Payments to staff and suppliers	1,967	1,996	2,002	2,029	2,156	2,192	2,180	2,390	2,305	2,305
-	- Finance costs	5	5	5	19	30	31	31	30	30	30
-	- Internal charges and overheads applied	-	-	-	-	-	-	-	-	-	-
366	Other operating funding applications	383	387	395	404	414	423	433	443	453	464
<b>2,044</b>	<b>Total applications of operating funding</b>	<b>2,355</b>	<b>2,388</b>	<b>2,402</b>	<b>2,452</b>	<b>2,600</b>	<b>2,646</b>	<b>2,644</b>	<b>2,863</b>	<b>2,788</b>	<b>2,799</b>
<b>85</b>	<b>Surplus (deficit) of operating funding</b>	<b>180</b>	<b>202</b>	<b>214</b>	<b>223</b>	<b>193</b>	<b>206</b>	<b>190</b>	<b>187</b>	<b>165</b>	<b>144</b>
<b>CAPITAL</b>											
<b>Sources of capital funding</b>											
-	- Subsidies and grants for capital expenditure	6	6	3	3	3	3	3	3	3	3
-	- Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	- Increase (decrease) in debt	65	(1)	(1)	209	153	11	(4)	(4)	(5)	(5)
2,365	Gross proceeds from sale of assets	3,525	828	10	266	-	260	10	267	-	260
-	- Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>2,365</b>	<b>Total sources of capital funding</b>	<b>3,596</b>	<b>833</b>	<b>12</b>	<b>478</b>	<b>156</b>	<b>274</b>	<b>9</b>	<b>266</b>	<b>(2)</b>	<b>258</b>
<b>Applications of capital funding</b>											
-	- Capital expenditure	-	-	-	-	-	-	-	-	-	-
-	- - to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	- - to improve the level of service	18	16	16	17	27	18	18	19	20	20
2,433	- to replace existing assets	3,268	272	169	418	285	191	193	211	143	196
17	Increase (decrease) in reserves	490	747	41	266	37	271	(12)	223	0	186
-	- Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	0
<b>2,450</b>	<b>Total applications of capital funding</b>	<b>3,776</b>	<b>1,035</b>	<b>226</b>	<b>701</b>	<b>349</b>	<b>480</b>	<b>199</b>	<b>453</b>	<b>163</b>	<b>402</b>
<b>(85)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(180)</b>	<b>(202)</b>	<b>(214)</b>	<b>(223)</b>	<b>(193)</b>	<b>(206)</b>	<b>(190)</b>	<b>(187)</b>	<b>(165)</b>	<b>(144)</b>
-	- Funding balance	-	-	-	-	-	-	-	-	-	-
<b>299</b>	<b>Depreciation expense (not included in above FIS)</b>	<b>361</b>	<b>366</b>	<b>372</b>	<b>380</b>	<b>364</b>	<b>365</b>	<b>352</b>	<b>361</b>	<b>356</b>	<b>337</b>

2014/15 AP \$000	<b>Prospective Funding Impact Statement PARKS, RESERVES, CEMETERIES</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>OPERATING</b>											
-	General rates, uniform annual general charges and rates penalties	-	-	-	-	-	-	-	-	-	-
1,934	Targeted rates	1,932	1,965	1,997	1,998	2,012	2,032	2,071	2,063	2,090	2,147
12	Subsidies and grants for operating purposes	15	-	95	-	15	-	-	-	-	-
439	Fees and charges	438	447	456	465	474	483	493	503	513	523
24	Internal charges and overheads recovered	32	30	27	26	25	24	24	24	24	24
21	Local authorities fuel tax, fines, infringement fees and other receipts	48	46	46	47	48	49	50	50	51	52
<b>2,430</b>	<b>Total operating funding</b>	<b>2,465</b>	<b>2,488</b>	<b>2,621</b>	<b>2,536</b>	<b>2,574</b>	<b>2,588</b>	<b>2,638</b>	<b>2,640</b>	<b>2,678</b>	<b>2,746</b>
<b>Applications of operating funding</b>											
1,922	Payments to staff and suppliers	1,868	1,901	1,934	1,944	1,959	1,989	2,042	2,079	2,100	2,162
1	Finance costs	-	-	-	-	-	-	-	-	-	-
198	Internal charges and overheads applied	172	173	172	174	174	178	178	176	180	178
77	Other operating funding applications	100	102	104	106	109	111	113	115	117	120
<b>2,198</b>	<b>Total applications of operating funding</b>	<b>2,140</b>	<b>2,176</b>	<b>2,210</b>	<b>2,224</b>	<b>2,242</b>	<b>2,278</b>	<b>2,333</b>	<b>2,370</b>	<b>2,397</b>	<b>2,460</b>
<b>232</b>	<b>Surplus (deficit) of operating funding</b>	<b>325</b>	<b>312</b>	<b>411</b>	<b>312</b>	<b>332</b>	<b>310</b>	<b>305</b>	<b>270</b>	<b>281</b>	<b>286</b>
<b>CAPITAL</b>											
<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	20	-	34	-	-	-	-	-	-
40	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>40</b>	<b>Total sources of capital funding</b>	<b>-</b>	<b>20</b>	<b>-</b>	<b>34</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Applications of capital funding</b>											
Capital expenditure											
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	- to improve the level of service	-	-	-	-	-	-	-	-	-	-
259	- to replace existing assets	443	614	458	376	372	572	200	261	561	200
13	Increase (decrease) in reserves	(118)	(282)	(47)	(30)	(40)	(262)	105	9	(280)	86
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
<b>272</b>	<b>Total applications of capital funding</b>	<b>325</b>	<b>332</b>	<b>411</b>	<b>346</b>	<b>332</b>	<b>310</b>	<b>305</b>	<b>270</b>	<b>281</b>	<b>286</b>
<b>(232)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(325)</b>	<b>(312)</b>	<b>(411)</b>	<b>(312)</b>	<b>(332)</b>	<b>(310)</b>	<b>(305)</b>	<b>(270)</b>	<b>(281)</b>	<b>(286)</b>
-	Funding balance	-	-	-	-	-	-	-	-	-	-
<b>400</b>	<b>Depreciation expense (not included in above FIS)</b>	<b>430</b>	<b>426</b>	<b>414</b>	<b>405</b>	<b>411</b>	<b>402</b>	<b>392</b>	<b>363</b>	<b>366</b>	<b>370</b>

2014/15 AP \$000	Prospective Funding Impact Statement <b>COMMUNITY FACILITIES, LIBRARIES &amp; SWIMMING POOLS</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>OPERATING</b>											
-	General rates, uniform annual general charges and rates penalties	-	-	-	-	-	-	-	-	-	-
3,696	Targeted rates	4,059	4,194	4,330	4,452	4,542	4,546	4,657	4,731	4,667	4,699
16	Subsidies and grants for operating purposes	2	2	2	2	2	2	2	2	2	2
601	Fees and charges	672	681	693	706	720	734	748	762	777	793
29	Internal charges and overheads recovered	37	38	34	36	39	42	45	49	52	56
112	Local authorities fuel tax, fines, infringement fees and other receipts	102	104	106	108	110	113	115	117	120	122
<b>4,454</b>	<b>Total operating funding</b>	<b>4,872</b>	<b>5,019</b>	<b>5,165</b>	<b>5,304</b>	<b>5,413</b>	<b>5,437</b>	<b>5,567</b>	<b>5,661</b>	<b>5,618</b>	<b>5,672</b>
<b>Applications of operating funding</b>											
2,904	Payments to staff and suppliers	3,001	3,073	3,144	3,207	3,318	3,412	3,517	3,636	3,645	3,687
-	Finance costs	-	-	-	-	-	-	-	-	-	-
698	Internal charges and overheads applied	927	1,001	1,040	1,072	1,084	1,064	1,077	1,112	1,066	1,066
290	Other operating funding applications	419	457	339	364	353	360	384	374	382	390
<b>3,892</b>	<b>Total applications of operating funding</b>	<b>4,347</b>	<b>4,531</b>	<b>4,523</b>	<b>4,643</b>	<b>4,755</b>	<b>4,836</b>	<b>4,978</b>	<b>5,122</b>	<b>5,093</b>	<b>5,143</b>
<b>562</b>	<b>Surplus (deficit) of operating funding</b>	<b>525</b>	<b>488</b>	<b>642</b>	<b>661</b>	<b>658</b>	<b>601</b>	<b>589</b>	<b>539</b>	<b>525</b>	<b>529</b>
<b>CAPITAL</b>											
<b>Sources of capital funding</b>											
30	Subsidies and grants for capital expenditure	1,555	1	-	60	4	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	660	840	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>30</b>	<b>Total sources of capital funding</b>	<b>2,215</b>	<b>841</b>	<b>-</b>	<b>60</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Applications of capital funding</b>											
<b>Capital expenditure</b>											
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
740	- to improve the level of service	1,031	961	231	364	63	-	-	-	-	-
884	- to replace existing assets	1,811	2,000	616	785	294	241	220	183	182	302
(1,032)	Increase (decrease) in reserves	(102)	(1,632)	(205)	(428)	305	360	369	356	343	227
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
<b>592</b>	<b>Total applications of capital funding</b>	<b>2,740</b>	<b>1,329</b>	<b>642</b>	<b>721</b>	<b>662</b>	<b>601</b>	<b>589</b>	<b>539</b>	<b>525</b>	<b>529</b>
<b>(562)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(525)</b>	<b>(488)</b>	<b>(642)</b>	<b>(661)</b>	<b>(658)</b>	<b>(601)</b>	<b>(589)</b>	<b>(539)</b>	<b>(525)</b>	<b>(529)</b>
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-	-
<b>977</b>	<b>Depreciation expense (not included in above FIS)</b>	<b>1,047</b>	<b>1,059</b>	<b>1,104</b>	<b>1,125</b>	<b>1,126</b>	<b>1,081</b>	<b>1,057</b>	<b>1,021</b>	<b>1,001</b>	<b>994</b>

2014/15 AP \$000	Prospective Funding Impact Statement <b>DISTRICT DEVELOPMENT</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>OPERATING</b>											
403	General rates, uniform annual general charges and rates penalties	428	438	444	456	461	473	480	494	499	507
2,123	Targeted rates	2,242	2,322	2,371	2,422	2,433	2,484	2,517	2,568	2,614	2,663
62	Subsidies and grants for operating purposes	48	49	50	50	51	52	52	53	54	55
223	Fees and charges	216	221	226	226	231	236	237	242	247	251
6	Internal charges and overheads recovered	5	5	5	5	5	6	6	6	6	6
141	Local authorities fuel tax, fines, infringement fees and other receipts	128	132	135	139	142	146	150	153	157	161
<b>2,958</b>	<b>Total operating funding</b>	<b>3,067</b>	<b>3,168</b>	<b>3,231</b>	<b>3,299</b>	<b>3,323</b>	<b>3,397</b>	<b>3,442</b>	<b>3,516</b>	<b>3,577</b>	<b>3,644</b>
<b>Applications of operating funding</b>											
1,662	Payments to staff and suppliers	1,680	1,711	1,759	1,791	1,828	1,859	1,927	1,947	2,004	2,039
11	Finance costs	8	8	8	8	8	8	9	9	9	9
499	Internal charges and overheads applied	518	558	582	571	564	576	565	580	596	601
913	Other operating funding applications	897	824	855	852	885	881	916	912	949	943
<b>3,085</b>	<b>Total applications of operating funding</b>	<b>3,103</b>	<b>3,101</b>	<b>3,204</b>	<b>3,222</b>	<b>3,285</b>	<b>3,324</b>	<b>3,417</b>	<b>3,448</b>	<b>3,558</b>	<b>3,592</b>
<b>(127)</b>	<b>Surplus (deficit) of operating funding</b>	<b>(36)</b>	<b>67</b>	<b>27</b>	<b>77</b>	<b>38</b>	<b>73</b>	<b>25</b>	<b>68</b>	<b>19</b>	<b>52</b>
<b>CAPITAL</b>											
<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	12	10	6	-	13	10	7	-	14
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
-	<b>Total sources of capital funding</b>	-	<b>12</b>	<b>10</b>	<b>6</b>	-	<b>13</b>	<b>10</b>	<b>7</b>	-	<b>14</b>
<b>Applications of capital funding</b>											
Capital expenditure											
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
303	- to improve the level of service	-	-	-	-	-	-	-	-	-	-
63	- to replace existing assets	80	65	42	34	-	71	48	37	-	76
(493)	Increase (decrease) in reserves	(116)	14	(5)	49	38	15	(13)	38	19	(10)
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
<b>(127)</b>	<b>Total applications of capital funding</b>	<b>(36)</b>	<b>79</b>	<b>37</b>	<b>83</b>	<b>38</b>	<b>86</b>	<b>35</b>	<b>75</b>	<b>19</b>	<b>66</b>
<b>127</b>	<b>Surplus (deficit) of capital funding</b>	<b>36</b>	<b>(67)</b>	<b>(27)</b>	<b>(77)</b>	<b>(38)</b>	<b>(73)</b>	<b>(25)</b>	<b>(68)</b>	<b>(19)</b>	<b>(52)</b>
-	Funding balance	-	-	-	-	-	-	-	-	-	-
<b>44</b>	<b>Depreciation expense (not included in above FIS)</b>	<b>44</b>	<b>46</b>	<b>53</b>	<b>56</b>	<b>54</b>	<b>50</b>	<b>54</b>	<b>55</b>	<b>48</b>	<b>45</b>

2014/15 AP \$000	Prospective Funding Impact Statement <b>PLANNING &amp; ENVIRONMENT</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>OPERATING</b>											
6	General rates, uniform annual general charges and rates penalties	6	6	6	6	6	6	6	6	7	7
1,284	Targeted rates	1,237	1,258	1,453	1,282	1,347	1,328	1,422	1,397	1,482	1,456
-	- Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
1,222	Fees and charges	1,342	1,360	1,379	1,431	1,451	1,461	1,482	1,503	1,524	1,546
8	Internal charges and overheads recovered	14	14	15	16	18	18	18	19	19	20
208	Local authorities fuel tax, fines, infringement fees and other receipts	255	256	258	259	261	262	264	266	267	269
<b>2,728</b>	<b>Total operating funding</b>	<b>2,854</b>	<b>2,894</b>	<b>3,111</b>	<b>2,994</b>	<b>3,083</b>	<b>3,075</b>	<b>3,192</b>	<b>3,191</b>	<b>3,299</b>	<b>3,298</b>
<b>Applications of operating funding</b>											
2,178	Payments to staff and suppliers	2,275	2,301	2,372	2,377	2,452	2,466	2,550	2,576	2,658	2,686
-	- Finance costs	-	-	-	-	-	-	-	-	-	-
469	Internal charges and overheads applied	482	511	526	521	520	525	524	530	543	547
37	Other operating funding applications	36	37	127	39	39	40	41	42	43	43
<b>2,684</b>	<b>Total applications of operating funding</b>	<b>2,793</b>	<b>2,849</b>	<b>3,025</b>	<b>2,937</b>	<b>3,011</b>	<b>3,031</b>	<b>3,115</b>	<b>3,148</b>	<b>3,244</b>	<b>3,276</b>
<b>44</b>	<b>Surplus (deficit) of operating funding</b>	<b>61</b>	<b>45</b>	<b>86</b>	<b>57</b>	<b>72</b>	<b>44</b>	<b>77</b>	<b>43</b>	<b>55</b>	<b>22</b>
<b>CAPITAL</b>											
<b>Sources of capital funding</b>											
-	- Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	- Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	- Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
10	Gross proceeds from sale of assets	-	24	10	6	-	26	10	7	-	7
-	- Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	- Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>10</b>	<b>Total sources of capital funding</b>	<b>-</b>	<b>24</b>	<b>10</b>	<b>6</b>	<b>-</b>	<b>26</b>	<b>10</b>	<b>7</b>	<b>-</b>	<b>7</b>
<b>Applications of capital funding</b>											
Capital expenditure											
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	- to improve the level of service	-	-	-	-	-	-	-	-	-	-
143	- to replace existing assets	-	131	42	34	-	141	48	37	-	38
(89)	Increase (decrease) in reserves	61	(62)	54	29	72	(71)	39	13	55	(9)
-	- Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
<b>54</b>	<b>Total applications of capital funding</b>	<b>61</b>	<b>69</b>	<b>96</b>	<b>63</b>	<b>72</b>	<b>70</b>	<b>87</b>	<b>50</b>	<b>55</b>	<b>29</b>
<b>(44)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(61)</b>	<b>(45)</b>	<b>(86)</b>	<b>(57)</b>	<b>(72)</b>	<b>(44)</b>	<b>(77)</b>	<b>(43)</b>	<b>(55)</b>	<b>(22)</b>
-	- Funding balance	-	-	-	-	-	-	-	-	-	-
<b>36</b>	<b>Depreciation expense (not included in above FIS)</b>	<b>33</b>	<b>43</b>	<b>56</b>	<b>61</b>	<b>49</b>	<b>51</b>	<b>64</b>	<b>59</b>	<b>47</b>	<b>44</b>

2014/15 AP \$000	Prospective Funding Impact Statement <b>GOVERNANCE &amp; CORPORATE SERVICES</b>	2015/16 Year 1 \$000	2016/17 Year 2 \$000	2017/18 Year 3 \$000	2018/19 Year 4 \$000	2019/20 Year 5 \$000	2020/21 Year 6 \$000	2021/22 Year 7 \$000	2022/23 Year 8 \$000	2023/24 Year 9 \$000	2024/25 Year 10 \$000
<b>OPERATING</b>											
(87)	General rates, uniform annual general charges and rates penalties	(131)	61	21	318	939	1,784	2,423	3,391	4,023	3,999
390	Targeted rates	507	324	341	543	575	571	587	604	621	618
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
155	Fees and charges	138	138	138	139	140	140	141	141	142	142
4,010	Internal charges and overheads recovered	4,081	4,316	4,279	4,287	4,342	4,432	4,416	4,516	4,644	4,613
421	Local authorities fuel tax, fines, infringement fees and other receipts	493	470	562	491	576	633	766	833	993	1,056
<b>4,889</b>	<b>Total operating funding</b>	<b>5,088</b>	<b>5,309</b>	<b>5,341</b>	<b>5,778</b>	<b>6,572</b>	<b>7,561</b>	<b>8,334</b>	<b>9,486</b>	<b>10,423</b>	<b>10,428</b>
<b>Applications of operating funding</b>											
3,411	Payments to staff and suppliers	3,837	4,075	4,112	4,228	4,392	4,464	4,521	4,686	4,734	4,824
40	Finance costs	35	36	38	39	41	42	44	45	47	48
-	Internal charges and overheads applied	-	-	-	-	-	-	-	-	-	-
445	Other operating funding applications	458	501	490	488	533	504	509	562	547	536
<b>3,896</b>	<b>Total applications of operating funding</b>	<b>4,330</b>	<b>4,612</b>	<b>4,640</b>	<b>4,755</b>	<b>4,966</b>	<b>5,010</b>	<b>5,074</b>	<b>5,293</b>	<b>5,328</b>	<b>5,408</b>
<b>993</b>	<b>Surplus (deficit) of operating funding</b>	<b>758</b>	<b>697</b>	<b>701</b>	<b>1,023</b>	<b>1,606</b>	<b>2,551</b>	<b>3,260</b>	<b>4,193</b>	<b>5,096</b>	<b>5,020</b>
<b>CAPITAL</b>											
<b>Sources of capital funding</b>											
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	55	57	58	60	62	64	66	68	70	72
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
16	Gross proceeds from sale of assets	6	20	-	49	6	20	-	53	7	21
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>16</b>	<b>Total sources of capital funding</b>	<b>61</b>	<b>77</b>	<b>58</b>	<b>109</b>	<b>68</b>	<b>84</b>	<b>66</b>	<b>121</b>	<b>77</b>	<b>93</b>
<b>Applications of capital funding</b>											
<b>Capital expenditure</b>											
100	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
150	- to improve the level of service	22	-	-	-	-	-	-	-	-	-
851	- to replace existing assets	1,013	1,027	1,112	707	723	1,094	532	648	720	664
(40)	Increase (decrease) in reserves	(195)	(145)	(299)	482	1,009	1,594	2,843	3,718	4,499	4,473
(52)	Increase (decrease) in investments	(21)	(108)	(54)	(57)	(58)	(53)	(49)	(52)	(47)	(24)
<b>1,009</b>	<b>Total applications of capital funding</b>	<b>819</b>	<b>774</b>	<b>759</b>	<b>1,132</b>	<b>1,674</b>	<b>2,635</b>	<b>3,326</b>	<b>4,314</b>	<b>5,172</b>	<b>5,113</b>
<b>(993)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(758)</b>	<b>(697)</b>	<b>(701)</b>	<b>(1,023)</b>	<b>(1,606)</b>	<b>(2,551)</b>	<b>(3,260)</b>	<b>(4,193)</b>	<b>(5,096)</b>	<b>(5,020)</b>
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-	-
<b>599</b>	<b>Depreciation expense (not included in above FIS)</b>	<b>706</b>	<b>824</b>	<b>866</b>	<b>847</b>	<b>797</b>	<b>755</b>	<b>734</b>	<b>751</b>	<b>776</b>	<b>797</b>

# Significant Forecasting Assumptions and Risks

In planning for the long term the only certainty is uncertainty. With each assumption we inherit some risk of getting it wrong.

We have also outlined the two key principles that underpin our LTP, being affordability and sustainability. In everything we do as a Council we want to ensure we are operating in an affordable and sustainable manner.

We have acknowledged from the start that these issues are so significant and dynamic that we can only react to them as they arise. So we are focusing our efforts on the long-term sustainability of our services. We want to build future resilience from these issues where we can. There is a risk in this approach. But we believe there is an even bigger risk to our community in dedicating time and resources to dynamic problems beyond our immediate control.

This approach highlights the need for close and effective consultation that the community actually understands. It also highlights the need for Council and community boards to assume a strong leadership role.

Fortunately we have the opportunity to update our Long Term Plan each year during the annual plan process in the instance things do change dramatically.

There are however some assumptions we have made with risks we can manage. These are:

## Government Policy

This 10 year plan has assumed that there will be no changes in legislation under which Council operates, that will impact financial estimates over the 10 year plan. Changes in Government policy may directly impact the financial estimates of Council. The risk of this assumption is medium.

## Sources of Funds for Future Replacement of Significant Assets

Sources of funds for the future replacement of significant assets are in accordance with Councils revenue and financing policy. Sources of funding include depreciation reserves, general reserves, and borrowing. The risk of this assumption is low.

## Staffing and Resources

The gap between national and Central Otago wages is a known issue for securing and retaining skilled staff. There is an ongoing risk to the sustainability of our services through skill shortages. But there are unique lifestyle trade-offs that this district can offer to staff and we will continue to focus on these. The assumption is we will need to pay more to improve capacity and capability of staff in the future. 0.5% has been added above inflation from Years 2-10. The risk of this assumption is medium.

## Growth Projections

Population, dwelling and demographic projections are produced three-yearly to support long-term planning. They underpin all demand projections within activity management plans. They are also incorporated into development contributions and income projections. Our resident population is projected to be 19,800 by 2025 from approximately 18,200 today. While our peak day population is projected to be 32,500 from approximately 29,700 today. Our growth projections are derived from Statistics NZ with local growth factors included.

An over or under estimation of growth could lead to an over or underinvestment in infrastructure and services. We monitor asset capacity and development contributions income against projections annually and adjust assumptions accordingly. The risk of this assumption is medium.

We acknowledge there is increasing economic vulnerability, particularly in the small rural townships of our district, as we react to increasing expectations and standards, many the result of Central Government driven regulations.

Council is considering the role the district has in balancing the affordability of sustaining our smaller rural towns. The risk of this assumption is medium.

### **Population Changes**

Central Otago has a significantly larger proportion of older residents in its population compared to the rest of New Zealand. The current proportion of people aged 65+ in our district is 21%. This proportion is expected to increase to 28% by 2030. Council has considered this shift and its effect in the planning for major capital projects. The risk of this assumption is medium.

### **Third Party Funding Sources**

A number of projects, including many community facility projects are reliant on funding from other sources. It is assumed that funding will continue to be available as planned, as a conservative approach has been taken. The risk of this funding not being available is low.

NZ Transport Agency have undertaken a comprehensive review of the methodology for setting funding assistance rates in 2014. Central Otago District Council has been advised that it will be funded at the minimum rate of 51% for all qualifying activities. This rate is unlikely to change under the new framework for the foreseeable future.

### **Vested Assets**

From time to time Council will receive privately constructed infrastructure assets vested in Council for ongoing management. The amount of infrastructure assets being vested in Council has slowed dramatically since the slowdown in subdivision activity. We assume the level of subdivision activity to remain subdued during this Long Term Plan. The long-term financial impacts of vesting assets into Council is assessed before transfer. The risk of this assumption is low.

### **Natural Disasters and Business Continuity**

We assume that in the event of a significant disaster, natural or man-made, Council can continue to provide sufficient services to the community. Council has an initial response fund. Over the 10 years of the Long Term Plan we are collecting rates to build a self-insurance fund for underground assets. Due to the size and spread of our communities we consider it unlikely a disaster would affect the entire district at any one time so our modeling of our exposure has taken this into account to determine our share of the funds required. Alongside us, Central Government also has a role in disaster recovery and restoration works after natural disasters happen.

We are also undertaking lifelines planning for all core services to improve the resilience of infrastructure critical to the community's well-being. Assessments of all earthquake-prone buildings is also underway. The occurrence of drought has a major impact by reducing the incomes of primary sector businesses; this will influence decisions on the affordability of the LTP. The risk of this occurring is medium.

### **Asset Sales**

Selling some property assets has been proposed within this plan. Money collected from selling property assets will be used to fund proposed upgrades to social infrastructure, particularly the town centre upgrade project in Cromwell, or to reduce financial liabilities. There is a risk that the proceeds from asset sales are not as much as anticipated. The viability of such proposals will be reconsidered in this instance. The risk of this occurring is medium.

## Climate Change

The impacts of climate change have been taken into account in our Infrastructure Strategy.

## Financial Assumptions

Our Financial Strategy specifies how we will manage our finances into the future. We also have a Revenue and Financing Policy that defines how we decide to fund Council expenditure. Each contains specific financial assumptions. The following assumptions are further to these.

## Interest Rates

We will be borrowing externally for the first time to fund projects within this Long Term Plan. We have assumed the following interest rates:

- Interest on internal borrowings is 5% throughout the Long Term Plan.
- Interest on external borrowings is 7% throughout the Long Term Plan.
- Interest on investments is 4.3%.

There is a reasonable risk of interest rate movement, however we will consider hedging against this risk.

We have also assumed that facilities to borrow externally will be available when required, based on recent discussions with our bankers.

## Cost Increases

Inflation reflects erosion in the buying power of money. Each dollar buys less and less goods and services over time. Expenditure forecasts for each activity are stated in the dollars of the relevant year. Inflation forecasts for the 3 Waters and Roading have been assessed individually. These are reviewed annually and therefore the impact of the risk of movement is stated as being low.

To inflate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	14/15\$s to 15/16\$s	15/16 \$s to 16/17 \$s	16/17 \$s to 17/18 \$s	17/18 \$s to 18/19 \$s	18/19 \$s to 19/20 \$s	19/20 \$s to 20/21 \$s	20/21 \$s to 21/22 \$s	21/22 \$s to 22/23 \$s	22/23 \$s to 23/24 \$s	23/24 \$s to 24/25 \$s
Roading	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
3 Waters	3.3%	3.5%	3.6%	3.7%	3.7%	3.8%	3.9%	3.9%	4.0%	4.2%

For all other general areas inflation has been factored in at 2% over the 10 years.

The risk of this assumption is medium. Reliance is placed on the Reserves Bank inflation target of between 1-3%

## Project Estimates

Project estimates of cost and timing are based on the best available scope, asset and market information available at the time of planning. Our Procurement Strategy defines the delegations and tendering requirements of projects. Significant estimates are independently peer reviewed. The timing of projects are assumed to be as planned unless significant changes to a project occurs.

The risk of any significant changes is medium.

## Asset Revaluations and Data Accuracy

Assets are revalued at least three-yearly to understand their worth and condition. We make assumptions on an asset's useful life and its replacement cost based on market information and professional knowledge. We mitigate the risk of these assumptions by revaluing some assets annually and undertaking regular site visits.

Asset renewal and maintenance forecasts are based on the condition and the remaining life of infrastructure assets. This data is captured within the field and stored in dedicated databases. The accuracy of asset data has a direct impact on the accuracy of renewals and maintenance forecasts. We measure the accuracy of this data and have targets to improve its accuracy. We also have acceptable levels of confidence around asset valuations and data which are also targeted for continuous improvement. The risk associated with the revaluations is considered low.

# Accounting Policies

## 1. Reporting Entity

The Central Otago District Council (the Council) is a territorial local authority governed by the Local Government Act 2002 and is domiciled within New Zealand.

The primary objective of the Council is to provide goods or services for the community or social benefit rather than making a financial return. Accordingly, the Central Otago District Council has designated itself as a tier 1 public benefit entity (PBE) for the purposes of the new PBE International Public Sector Authority Standards (IPSAS), which came into effect on 1 July 2014.

The financial statements comprise the activities of the Council. The Council does not have a significant interest in any other entities. The Council adopted the prospective financial statements on 30 June 2015.

## 2. Basis of Financial Statement Preparation

The financial statements of the Council have been prepared in accordance with the requirements of the Local Government Act 2002 and in accordance with New Zealand generally accepted accounting practice (NZ GAAP). The financial statements comply with FRS 42 and use opening balances from the period ending 30 June 2014, estimates have been restated accordingly if required.

Some rounding variances may occur in the financial statements due to the use of decimal places in the underlying financial data.

The following accounting policies have been applied consistently to all periods presented in these financial statements.

The financial statements are prepared on a historical cost basis, as modified by the revaluation of:

- Available for sale financial assets
- Forestry assets
- Certain classes of property, plant and equipment
- Investment property

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

### 3. Joint Ventures

A joint venture is a contractual arrangement whereby two or more parties undertake an economic activity that is subject to joint control. For jointly controlled operations Council recognises in its financial statements the assets it controls, the liabilities and expenses it incurs, and the share of revenue that it earns from the joint venture. Council currently has jointly controlled operations with Queenstown Lakes District Council in respect to forestry.

### 4. Revenue

Revenue is measured at a fair value of consideration received or receivable. Revenue has been classified as prescribed in PBE IPSAS 1 which requires revenue to be categorised as arising from either non-exchange transactions or exchange transactions. The 2014/15 Annual Plan comparative figures in the Prospective Statement of Comprehensive Revenue have been amended accordingly.

#### **Revenue from non-exchange transactions:**

Includes revenue from subsidised services and goods whereby the council has received cash or assets that do not give approximately equal value to the other party in the exchange.

##### **I. RATES**

Rates are set annually by resolution of Council and relate to a financial year. All ratepayers are invoiced within the financial year to which the rates have been set. Rates revenue is recognised upon rates strike.

##### **II. GOODS SOLD AND SERVICES RENDERED**

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership have been transferred to the buyer.

##### **III. GOVERNMENT GRANTS**

Government grants are received from the New Zealand Transport Agency, which subsidises part of the costs of maintaining the local roading infrastructure. The subsidies are recognised as revenue upon entitlement, as conditions pertaining to eligible expenditure have been fulfilled.

##### **IV. WATER BILLING REVENUE**

Water billing revenue is recognised on an accrual basis. Unbilled usage, as a result of unread meters at year end, is accrued on an average usage basis.

##### **V. VESTED ASSETS**

Where a physical asset is acquired for nil or nominal consideration the fair value of the asset received is recognised as revenue. Vested assets are recognised at the point when Council has issued the certificate prescribed under the Resource Management Act 1991 S224(c), relating to the respective subdivisions.

##### **VI. DEVELOPMENT CONTRIBUTIONS**

Development and financial contributions revenue is recognised at the point where Council has issued an invoice in respect of the development demand notice.

#### **Revenue from exchange transactions:**

Includes revenue where the council has received cash or assets and directly gives approximately equal value to the other party in the exchange.

##### **VII. DIRECT CHARGES AT FAIR VALUE**

Revenue from direct charges sold at a fair value are recognised when the significant risk and rewards of ownership have been transferred to the buyer. Direct charges include revenue from dog registration, dog control and recreational reserves.

## VIII. RENTAL REVENUE

Rental revenue from investment property is recognised on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental revenue.

## IX. INTEREST REVENUE

Interest revenue is recognised as it accrues, using the effective interest method.

## X. DIVIDEND REVENUE

Dividends are recognised when the right to receive payment has been established.

## 5. Operating Leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Payments made under operating leases are recognised as an expense on a straight-line basis over the term of the lease.

## 6. Grant Expenditure

Non-discretionary grants are those grants that are awarded if the grant application meets the specified criteria and are recognised as expenditure when an application that meets the specified criteria for the grant has been received.

Discretionary grants are those grants where Council has no obligation to award on receipt of the grant application and are recognised as expenditure when a successful applicant has been notified of Council's decision due to no substantive conditions attached.

## 7. Income Tax

Income tax expense is the aggregate of current period movements in relation to both current and deferred tax. Current tax is the amount of income tax payable based on the taxable surplus for the current year, plus any adjustments to income tax payable in respect of prior years. Current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted at balance date.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable surplus.

Deferred tax is measured at the tax rates that are expected to apply when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at balance date. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which Council expects to recover or settle the carrying amount of its assets and liabilities.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable surpluses will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset and liability in a transaction that is not a business combination and, at the time of the transaction, affects neither accounting surplus nor taxable surplus.

Current and deferred tax is recognised against the surplus or deficit for the period, except to the extent that it relates to a business combination or to transactions recognised in other comprehensive revenue and expense or directly in equity.

## 8. Equity

Equity is the community's interest in Council and is measured as the difference between total assets and total liabilities. Public equity is disaggregated and classified into the following components:

- accumulated funds
- restricted reserves
- property revaluation reserve
- fair value through other comprehensive revenue and expense reserve

Restricted and Council created reserves are a component of equity representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by Council.

Restricted reserves are those subject to specific conditions accepted as binding by Council and which may not be revised by Council without reference to the Courts or a third party. Transfers from these reserves may be made for certain specified purposes or when certain specified conditions are met.

Also included in restricted reserves are reserves created by Council decision. Council may alter them without reference to any third party or the Courts. Transfers to and from these reserves are at Council's discretion.

Property revaluation reserves relate to the revaluation of property, plant and equipment to fair value.

Fair value through other comprehensive revenue and expense reserves comprises the cumulative net change in the fair value of financial assets through other comprehensive revenue and expense.

## 9. Cash and Cash Equivalents

Cash and cash equivalents include cash balances deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less.

## 10. Debtors and Other Receivables

Debtors and other receivables are stated at their cost less any provision for impairment (see Impairment Policy 19).

## 11. Inventories

Inventories represent land purchased or held being developed for resale and are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

## 12. Financial Assets

Council classifies its financial assets as available-for-sale financial assets, and loans and receivables.

### AVAILABLE-FOR-SALE FINANCIAL ASSETS

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories.

Other financial instruments held by Council are classified as being available-for-sale and are stated at fair value, with any resultant gain or loss recognised in other comprehensive revenue and expenditure, except for impairment losses which are recognised on the surplus or deficit.

Financial instruments classified as available for sale investments are recognised / derecognised by Council on the date it commits to purchase / sell the investments. Available-for-sale financial assets are

derecognised when they mature. On derecognition, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is recognised on the surplus or deficit.

### LOANS AND RECEIVABLES

Loans and receivables are non-derivative financial assets. They are measured at initial recognition at fair value, and subsequently carried at amortised cost using the effective interest method, subject to a test for impairment. Gains or losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Loans to community organisations made by Council at nil or below-market interest rates are initially recognised at the present value of their expected future cash flows, discounted at the current market rate of return for a similar asset/investment. They are subsequently measured at amortised cost using the effective interest method. The difference between the face value and present value of expected future cash flows of the loan is recognised in the surplus or deficit.

## 13. Property, Plant and Equipment

The following infrastructural assets are shown at fair value, based on annual valuations by external independent valuers:

- Water
- Wastewater
- Stormwater
- Transportation

All of the above were revalued on an optimized depreciation replacement cost basis

Revaluations of land and buildings are completed every 3 years and parks and reserves are completed every 5 years by external independent valuers.

Revaluations will be undertaken by independent valuers, suitably qualified in the category and location of the assets. The valuation process shall include verification of asset registers, application of rates representing current replacement cost or market value (if any), asset optimisation and adjustments for asset condition and performance.

Valuations are performed with sufficient regularity to ensure revalued assets are carried at a value that is not materially different from fair value.

Where Council has elected to account for revaluations of property, plant and equipment on a class of asset basis, increases or decreases in the carrying amounts arising on revaluation of a class of assets are credited or debited to other comprehensive revenue and expenditure and are accumulated to an asset revaluation reserve in equity for that class of asset. However, the net revaluation result is recognised in the surplus or deficit to the extent it reverses a net revaluation decrease of the same class of assets previously recognised in the surplus or deficit.

Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

All other property, plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the surplus or deficit during the financial period in which they are incurred.

Land is not depreciated. Depreciation on other assets is calculated using the straight line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives.

Assets to be depreciated include:

OPERATIONAL ASSETS		INFRASTRUCTURE ASSETS	
Buildings		Bridges	30-125 yrs
- structures	5-100 yrs	Footpaths and cycle ways	30-100 yrs
- external fabric	5-100 yrs	Kerb and channel	70-100 yrs
- services	5-80 yrs	Roads – sealed	8-17 yrs
- internal fit out	5-80 yrs	Roads – unsealed	10-25 yrs
Equipment, furniture and fittings	3-10 yrs	Roads – land and formation	not depreciated
Motor vehicles and plant	4- 12 yrs	Sewerage plant and equipment	15-35 yrs
Library books	10 yrs	Sewerage reticulation networks	60-80 yrs
Parks and reserves	2-50 yrs	Stormwater networks	70 yrs
		Water plant and equipment	10-35 yrs
		Water reticulation networks	60-100 yrs

An asset's carrying amount is written down to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the surplus or deficit. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to accumulated funds.

Assets under construction are not depreciated. The total cost of the project is transferred to the relevant asset when it is available for use, and then depreciated.

#### 14. Non-current Assets (or Disposal Groups) Held for Sale

Non-current assets (or disposal groups) are classified as held for sale and stated at the lower of their carrying amount and fair value less costs to sell if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

An impairment loss is recognised for any initial or subsequent write down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non current asset (or disposal group) is recognised at the date of de-recognition.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held for sale continue to be recognised.

Non-current assets classified as held for sale and the assets of a disposal group classified as held for sale are presented separately from the other assets in the statement of financial position. Further, the liabilities of a disposal group classified as held for sale are presented separately from other liabilities in the statement of financial position. Those assets and liabilities shall not be offset and presented as a single amount.

## 15. Intangible Assets

### I. COMPUTER SOFTWARE

Acquired computer software licenses are capitalised on the basis of costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives of three years using the straight line method.

Costs associated with developing or maintaining computer software programmes are recognised as an expense as incurred.

### II. OTHER INTANGIBLE ASSETS

Other intangible assets that are acquired by Council are stated at cost less accumulated amortisation (see below) and impairment losses (see Impairment Policy 19).

Easements are not amortised. Branding assets are amortised over their estimated useful lives of 10 years using the straight line method.

### III. SUBSEQUENT EXPENDITURE

Subsequent expenditure on capitalised intangible assets is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates, and it meets the definition of, and recognition criteria for, an intangible asset. All other expenditure is expensed as incurred.

### IV. AMORTISATION

An intangible asset with a finite useful life is amortised over the period of that life. The asset is reviewed annually for indicators of impairment, and tested for impairment if these indicators exist. The asset is carried at cost less accumulated amortisation and accumulated impairment losses.

An intangible asset with an indefinite useful life is not amortised, but is tested for impairment annually, and is carried at cost less accumulated impairment losses.

## 16. Forestry Assets

Forestry assets are predominantly standing trees which are managed on a sustainable yield basis. These are shown in the statement of financial position at fair value less estimated point of sale costs at harvest. The costs to establish and maintain the forest assets are included in the surplus or deficit together with the change in fair value for each accounting period.

The valuation of forests is based on discounted cash flow models where the fair value is calculated using cash flows from continued operations; that is, based on sustainable forest management plans taking into account growth potential. The yearly harvest from forecast tree growth is multiplied by expected wood prices and the costs associated with forest management, harvesting and distribution are then deducted to derive annual cash flows.

The fair value of the forest assets is measured as the present value of cash flows from one growth cycle based on the productive forest land, taking into consideration environmental, operational and market restrictions. Forest assets are valued separately from the underlying freehold land.

The forestry assets are revalued annually by D W Guild MNZIF of Guild Forestry as at 30 June.

Gains or losses arising on initial recognition of forestry assets at fair value less estimated costs to sell, and from a change in fair value less estimated costs to sell are recognised in the surplus or deficit.

## 17. Emissions Trading Scheme

New Zealand Units (NZUs) allocated as a result of the company's participation in the Emissions Trading Scheme (ETS) will be treated as intangible assets, and recorded at fair value upon recognition.

Liabilities for surrender of the NZUs (or cash) are accrued at the time the forests are harvested, or removed in any other way, in accordance with the terms of the ETS legislation.

## **18. Investment Property**

Investment properties are properties which are held either to earn rental revenue or for capital appreciation or for both. Investment properties generate cash flow largely independent of other assets held by the entity. Investment properties are stated at fair value. An external, independent valuer, having an appropriate recognised professional qualification and recent experience in the location and category of property being valued, values the portfolio annually. The fair values are based on market values, being the estimated amount for which a property could be exchanged on the date of valuation between a willing buyer and a willing seller in an arm's length transaction.

Any gain or loss arising from a change in fair value is recognised in the surplus or deficit.

Rental revenue from investment property is accounted for as described in the Revenue Policy (4), above.

## **19. Impairment of Non-financial Assets**

The carrying amounts of Council's assets, other than inventories (see Inventories Policy 11), forestry assets (see Forestry Assets Policy 16), and Investment Property (see Investment Property Policy 18) are reviewed at each balance date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

Non-financial assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is depreciated replacement cost for an asset where the future economic benefits or service potential of the asset are not primarily dependent on the assets ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits or service potential.

The value in use for cash-generating assets is the present value of expected future cash flows.

If an asset's carrying amount exceeds its recoverable amount the asset is impaired and the carrying amount is written down to the recoverable amount. For revalued assets the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit.

For assets not carried at a revalued amount, the total impairment loss is recognised in the surplus or deficit.

The reversal of an impairment loss on a revalued asset is credited to the revaluation reserve. However, to the extent that an impairment loss for that class of asset was previously recognised in the surplus or deficit, a reversal of the impairment loss is also recognised in the surplus or deficit.

For assets not carried at a revalued amount (other than goodwill) the reversal of an impairment loss is recognised in the surplus or deficit.

## **20. Third Party Transfer Payment Agencies**

Council collects and distributes monies for other organisations. Where collections are processed through Council's books, any monies held are shown as accounts payable in the statement of financial position. Amounts collected on behalf of third parties are not recognised as revenue, but commissions earned from acting as agent are recognised in revenue.

## 21. Creditors and Other Payables

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method.

## 22. Employee Entitlements

Provision is made in respect of Council's liability for the following short and long-term employee entitlements.

### I. SHORT-TERM ENTITLEMENTS

Employee benefits that Council expects to be settled within 12 months of balance date are measured at nominal values based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned to date, but not yet taken, at balance date, retiring and long service leave entitlements expected to be settled within 12 months, and sick leave.

Liabilities for annual leave are accrued at the full amount owing at the pay period ending immediately prior to the statement of financial position date.

Liabilities for accumulating short-term compensated absences (e.g. sick leave), where material, are measured as the amount of unused entitlement accumulated at the pay period ending immediately prior to the statement of financial position date, that Council anticipates employees will use in future periods, in excess of the days that they will be entitled to in each of those periods.

### II. LONG-TERM ENTITLEMENTS

Where (for historical reasons) a retirement gratuity entitlement exists, where material, liability is assessed on an actual entitlement basis using current rates of pay taking into account years of service. All remaining staff with this provision in their contracts have completed the qualifying conditions.

Where (for historical reasons) a long service leave entitlement exists in an individual's employment agreement, the value of the entitlement will be recognised on an actual basis for staff who have completed the service entitlement, but not yet taken the leave, and on a discounted basis for the staff members who have not yet completed the qualifying service.

### III. SUPERANNUATION SCHEMES

Defined contribution schemes – Obligations for contributions to defined contribution superannuation schemes are recognised as an expense in the surplus or deficit as incurred.

## 23. Borrowings

Borrowings are recognised at their fair value. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

Council has not capitalised borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset, in line with PBE IPSAS 5.

Consequently, all borrowing costs are recognised as an expense in the period in which they are incurred.

## 24. Provisions

A provision is recognised in the statement of financial position when Council has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits, the amount of which can be reliably estimated, will be required to settle the obligation. If the effect is material, provisions are determined

by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

## **25. Landfill Post Closure Costs**

Council has a number of closed landfills. The resource consents for these include a legal obligation to provide ongoing maintenance and monitoring services throughout the life of the consent. The provision is measured on the present value of future cash flows expected, taking into account future events, including new legal requirements and known improvements in technology. The provision includes all costs associated with landfill post closure.

The discount rate used is a rate that reflects the current market assessments of the time value of money and the risks specific to Council.

The estimated future costs of meeting this obligation have been accrued and charged. The calculations assume no change in the legislative requirements for post-closure treatment.

## **26. Goods and Services Tax**

The financial statements are prepared exclusive of GST with the exception of debtors and other receivables and creditors and other payables that are shown inclusive of GST. Where GST is not recoverable as an input tax it is recognised as part of the related asset or expense.

## **27. Cost Allocations**

The costs of all internal service activities are allocated or charged directly to external service type activities. External service activities refer to activities which provide a service direct to the public. Internal service activities provide support for the external service activities.

Where the user of a service can be identified, the cost recovery is made by way of a direct charge. Where this has not been possible, the costs are allocated by way of general overhead, on the basis of expenditure incurred within the activity.

## **28. Critical Judgements**

Significant assumptions and risks (critical judgements) related to the Long Term Plan (LTP) are identified at various points within the LTP. Estimates and underlying assumptions are regularly reviewed. Any change to estimates is recognised in the period if the change affects only that period, or into future periods if it also affects future periods.

## To the reader: Independent auditor's report on Central Otago District Council's 2015/25 Long Term Plan

I am the Auditor General's appointed auditor for Central Otago District Council (the Council). Section 94 of the Local Government Act 2002 (the Act) requires an audit report on the Council's Long Term Plan (the plan). I have carried out this audit using the staff and resources of Audit New Zealand. We completed the audit on 30 June 2015.

## Opinion

In my opinion:

- the plan provides a reasonable basis for:
  - long term, integrated decision making and coordination of the Council's resources; and
  - accountability of the Council to the community;
- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 124 to 128 represent a complete list of the disclosures required by Part 2 of the Local Government (Financial Reporting and Prudence) Regulations 2014 and accurately reflect the information drawn from the Council's audited information.

This opinion does not provide assurance that the forecasts in the plan will be achieved, because events do not always occur as expected and variations may be material. Nor does it guarantee complete accuracy of the information in the plan.

## Basis of Opinion

We carried out our work in accordance with the Auditor General's Auditing Standards, relevant international standards and the ethical requirements in those standards.<sup>2</sup>

We assessed the evidence the Council has to support the information and disclosures in the plan and the application of its policies and strategies to the forecast information in the plan. To select appropriate audit procedures, we assessed the risk of material misstatement and the Council's systems and processes applying to the preparation of the plan.

Our audit procedures included assessing whether:

- the Council's financial strategy, and the associated financial policies, support prudent financial management by the Council;
- the Council's infrastructure strategy identifies the significant infrastructure issues that the Council is likely to face over the next 30 years;
- the information in the plan is based on materially complete and reliable asset and activity information;
- the Council's key plans and policies have been consistently applied in the development of the forecast information;
- the assumptions set out within the plan are based on the best information currently available to the Council and provide a reasonable and supportable basis for the preparation of the forecast information;

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<sup>2</sup> The International Standard on Assurance Engagements (New Zealand) 3000 (Revised): *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* and The International Standard on Assurance Engagements 3400: *The Examination of Prospective Financial Information*.

- the forecast financial information has been properly prepared on the basis of the underlying information and the assumptions adopted and complies with generally accepted accounting practice in New Zealand;
- the rationale for the Council's activities is clearly presented and agreed levels of service are reflected throughout the plan;
- the levels of service and performance measures are reasonable estimates and reflect the main aspects of the Council's intended service delivery and performance; and
- the relationship between the levels of service, performance measures and forecast financial information has been adequately explained within the plan.

We did not evaluate the security and controls over the electronic publication of the plan.

## **Responsibilities of the Council and auditor**

The Council is responsible for:

- meeting all legal requirements affecting its procedures, decisions, consultation, disclosures and other actions relating to the preparation of the plan;
- presenting forecast financial information in accordance with generally accepted accounting practice in New Zealand; and
- having systems and processes in place to enable the preparation of a plan that is free from material misstatement.

I am responsible for expressing an independent opinion on aspects of the plan, as required by sections 94 and 259C of the Act. I do not express an opinion on the merits of the plan's policy content.

## **Independence**

We have followed the independence requirements of the Auditor General, which incorporate those of the External Reporting Board. Other than our work in carrying out all legally required external audits, we have no relationship with or interests in the Council.



Scott Tobin  
Audit New Zealand  
On behalf of the Auditor General  
Christchurch, New Zealand

## Independent Auditor's Report

### To the readers of Central Otago District Council's amended 2015 25 Long-term Plan

I am the Auditor-General's appointed auditor for Central Otago District Council (the Council).

The Council adopted its 2015 25 long-term plan (the plan) on 30 June 2015.

A long-term plan must contain a report from the auditor on:

- whether the plan gives effect to the purpose set out in section 93(6) of the Local Government Act 2002; and
- the quality of the information and assumptions underlying the forecast information in the plan.

We issued an unmodified opinion on the plan in our report dated 30 June 2015.

The Council has since consulted on a proposed amendment to the plan. The amendment to the plan involved amending the revenue and financing policy, resulting in changes to rating policies for a number of activities.

Our audit report on the consultation document for the proposed amendment was dated 23 September 2015.

Following the consultation process, the Council has decided to amend its plan. The amended plan replaces the previously adopted plan.

The amended plan must contain a report from the auditor that either confirms or amends the previous audit report issued when the plan was adopted.

My report is below.

I carried out the work for this report using the staff and resources of Audit New Zealand. This work was completed on 27 November 2015.

## Report confirming our previous opinion

Our work for this report focused only on the amendment and its effect on the plan. We did not repeat the audit work we did on the plan when it was originally adopted.

As a result of this work, we do not consider it necessary to amend our previous opinion which was included in our report on the plan as originally adopted.

I confirm that our previous audit opinion on the plan as originally adopted issued on 30 June 2015, is not affected by the amendment to the plan.

As for our opinion on the plan, this report does not provide assurance that the forecasts in the amended plan will be achieved, because events do not always occur as expected and variations may be material. Nor does it guarantee complete accuracy of the information in the amended plan.

## Basis of this report

We carried out our work in accordance with the Auditor-General's Auditing Standards and the:

- International Standard on Assurance Engagements (New Zealand) 3000 (Revised): Assurance Engagements Other Than Audits or Reviews of Historical Financial Information.
- International Standard on Assurance Engagements 3400: The Examination of Prospective Financial Information.

- Ethical requirements in those standards.

We did not evaluate the security and controls over the electronic publication of the amended plan.

### **Responsibilities of the Council and auditor**

The Council is responsible for:

- meeting all legal requirements affecting its procedures, decisions, consultation, disclosures and other actions relating to amending the plan;
- presenting forecast financial information in accordance with generally accepted accounting practice in New Zealand; and
- having systems and processes in place to enable the amended plan to be free from material misstatement.

I am responsible for reporting on whether the amendment to the plan affects my previous audit report on the plan as originally adopted. I do not express an opinion on the merits of the plan's policy content.

### **Independence**

We have followed the independence requirements of the Auditor-General, which incorporate those of the External Reporting Board. Other than our work in carrying out all legally required external audits, we have no relationship with or interests in the Council.



Scott Tobin  
Audit New Zealand  
On behalf of the Auditor-General  
Christchurch, New Zealand

# Fees and Charges

While Council has aimed to provide an exhaustive and accurate schedule of charges, if any errors or omissions are identified, charges will be calculated by reference to the appropriate underlying authority/resolution. Council reserves the right to vary and introduce fees and charges at its discretion.

All fees and charges referred to are inclusive of goods and services tax (GST) at 15%.

	Includes GST 2014/15	Includes GST 2015/16
<b>WATER, WASTEWATER, STORMWATER</b>		
<i>Where a service connection for water and/or wastewater, or a wheelie bin is provided to a rating unit in the course of a rating year, the rating unit will be charged a proportion of the full year cost of the service as scheduled in the rating section of the annual plan, based on the number of complete months remaining in the financial year.</i>		
<b>DESIGNATED WASTEWATER TREATMENT PLANT</b>		
Disposal of septage tank load less than 3,000 litres	112.00	120.00
Every additional 1,000 litres discharges (or part thereof)	34.00	36.00
<b>TRADE WASTE</b>		
Application fee	180.00	190.00
Application to transfer trade waste discharge consent	70.00	75.00
Annual fee	120.00	125.00
Inspection of confidential consents (at cost after first \$115)	At cost	At cost
<b>WATER, WASTEWATER, STORMWATER – NEW CONNECTION</b>		
Approved contractors (per connection)	30.00	30.00
Non-approved contractors (per connection)	120.00	125.00
<b>BULK TANKER WATER FROM FIRE HYDRANTS (PER LOAD)</b>		
First load (in series)	65.00	70.00
Subsequent loads (in series)	15.00	15.00
<b>WATER METER ACCURACY TESTS</b>		
House visit and assessment	52.00	55.00
Meter removal and calibration	500.00	525.00
<b>ROADING</b>		
<b>LICENCE TO OCCUPY</b>		
Single owner	280.00	160.00
Multiple owner	At cost	At cost
<b>TRAFFIC MANAGEMENT PLAN APPROVAL</b>		
Commercial organisations and events	70.00	80.00
Non-profit community events	No charge	No charge
<b>TEMPORARY ROAD CLOSURE</b>		
Commercial organisations and events	280.00	280.00
Non-profit community events	No charge	No charge
<b>ROAD OPENING NOTICE</b>		
Approved service provider	No charge	No charge
Other service	No charge	No charge
<b>ROAD STOPPING</b>		
Time and disbursements plus legal and survey costs	At cost	At cost
Miscellaneous fees (other consents, certificates, authorities, services or inspections not specifically provided for to be charged at the cost of time and disbursement)	At cost	At cost
<b>RAPID NUMBER</b>		
New	50.00	50.00
Replacement	20.00	20.00

	<b>Includes GST 2014/15</b>	<b>Includes GST 2015/16</b>
<b>DUST SUPPRESSION</b>		
Residential house with 100m of road to Council programme timetable	No charge	<b>No charge</b>
Residential house with 100m of road outside programme works	At cost	<b>At cost</b>
Commercial and other applications to Council programmed timetable	49% of cost	<b>At cost</b>
<b>OTHER</b>		
Commercial fingerboard signs	At cost	<b>At cost</b>
Unauthorised activities	At cost	<b>At cost</b>

## OTHER INFRASTRUCTURE

A \$25 booking fee is applicable for non-payment on landing.

### **AIRPORT LANDING FEES (PER LANDING)**

Private aircraft	10.00	<b>10.00</b>
Commercial light aircraft/twin engine	20.00	<b>20.00</b>
Passenger planes < 18 passenger capacity	30.00	<b>30.00</b>
Passenger planes >18 passenger capacity	60.00	<b>60.00</b>
Emergency services (Police, Rural Fire, Air Ambulance)	No charge	<b>No charge</b>
New Zealand Armed Forces	No charge	<b>No charge</b>

Where weighing facilities are available Council reserves the right to charge by weight, where no weighing facilities are available Council reserves the right to charge by volume as assessed by the operator.

All fees are user pays (ie waste producer pays) and include a waste minimisation charge to help fund recycling and other waste reduction initiatives. Fees also include charges associated with the Emissions Trading Scheme.

### **TRANSFER STATION CHARGES**

Standard size refuse bag (60 litres)	3.00	<b>3.00</b>
Car load (small load, minimum fee) load <100 kg or <0.6 m3	19.00	<b>19.00</b>
Van, Ute, Wagon, Trailer Load		
Load <200 kg or <1.0 m3	37.00	<b>37.00</b>
Load >200 kg or >1.0 m3 charge by volume per cubic metre	53.00	<b>53.00</b>
General waste charge by volume per cubic metre	53.00	<b>53.00</b>
General waste charge by weight per tonne	262.00	<b>262.00</b>
Car body (all tanks pierced and drained)	5.00	<b>5.00</b>
Whiteware and separated metal	No charge	<b>No charge</b>
CRT TVs and computer monitors	40.00	<b>40.00</b>
All other electronics per item	15.00	<b>15.00</b>
Car tyres	-	<b>5.00</b>
Truck tyres	-	<b>20.00</b>
Tractor/Loader tyres	-	<b>53.00</b>
Tyres by weight by tonne	-	<b>400.00</b>
Tyres by volume per cubic metre	-	<b>53.00</b>

### **GREENWASTE DEPOSITED IN GREENSWASTE AREA**

Load <0.5 m3	No charge	<b>No charge</b>
Load >0.5 m3 – 1.0 m3	10.00	<b>10.00</b>
Load >1.0 m3 (price per cubic metre)	20.00	<b>20.00</b>

### **CLEANFILL DEPOSITED IN CLEANFILL AREA**

Load <0.5 m3	No charge	<b>No charge</b>
Load >0.5 m3 – 1.0 m3	4.50	<b>10.00</b>
Load >1.0 m3 (price per cubic metre)	15.00	<b>20.00</b>

Prepaid CODC approved 60 litre refuse bag (for Tarras & Patearoa use only)	3.50	<b>3.50</b>
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### **WHEELIE BIN CHARGES**

Replacement of bin due to damage (not wear and tear)	50.00	<b>50.00</b>
Change of bin size	No charge	<b>No charge</b>
All subsequent changes to bin size or reissue of bin	50.00	<b>50.00</b>

## DEVELOPMENT & FINANCIAL CONTRIBUTIONS

**Includes  
GST 2014/15**      **Includes  
GST 2015/16**

### **CAPITAL CONTRIBUTIONS – NEW CONNECTIONS (SEE DISTRICT PLAN ALSO)**

Patearoa Water	1,260.00	<b>1,260.00</b>
Lowburn-Pisa Moorings Sewer (indexed to Sep 13 using SQNEE0000 index)	4,635.00	<b>4,635.00</b>
Bannockburn Sewer (treatment)	1,150.00	<b>1,150.00</b>
Bannockburn Sewer extension	3,450.00	<b>3,450.00</b>

### **FINANCIAL CONTRIBUTIONS - RESERVES**

Urban (indexed to Dec 14 using SQNEE0000 index)	2,082.00	<b>2,082.00</b>
Rural (indexed to Dec 14 using SQNEE0000 index)	1,041.00	<b>1,041.00</b>

### **DEVELOPMENT CONTRIBUTIONS - NEW CONNECTIONS**

#### **WATER SUPPLY**

Alexandra	4,676.00	<b>6,239.00</b>
Clyde	3,601.00	<b>4,195.00</b>
Cromwell - Urban	1,333.00	<b>1,291.00</b>
Outer Cromwell	3,387.00	<b>5,142.00</b>
Omakau/Ophir	3,343.00	<b>5,142.00</b>
Ranfurly	2,107.00	<b>2,134.00</b>
Naseby	3,007.00	<b>2,960.00</b>
Roxburgh	1,367.00	<b>1,947.00</b>

#### **WASTEWATER**

Alexandra	2,275.00	<b>2,676.00</b>
Cromwell Urban	4,156.00	<b>5,684.00</b>
Outer Cromwell	See financial contributions	<b>See financial contributions</b>
Omakau/Ophir	658.00	<b>1,762.00</b>
Ranfurly	918.00	<b>631.00</b>
Naseby	866.00	<b>1,153.00</b>
Roxburgh	882.00	<b>1,199.00</b>

#### **ROADING**

Residential	1,885.00	<b>1,814.00</b>
Business	5,031.00	<b>5,279.00</b>

## COMMUNITY SERVICES

### **CEMETERIES**

#### **ALEXANDRA CEMETERY**

##### **Plot Fees**

Standard plot fees	750.00	<b>772.00</b>
Ashes plot	375.00	<b>386.00</b>

##### **Burial Fees**

Standard re-opening and burial	855.00	<b>950.00</b>
Burial of ashes	390.00	<b>402.00</b>
Burial of infants (up to 2 years / re-opening)	440.00	<b>453.00</b>
Extraordinary costs	At cost	<b>At cost</b>

#### **CLYDE CEMETERY**

##### **Plot Fees**

Standard plot fees	595.00	<b>612.00</b>
Ashes plot	295.00	<b>303.00</b>

##### **Burial Fees**

Standard re-opening and burial	660.00	<b>800.00</b>
Burial of ashes	290.00	<b>299.00</b>

	<b>Includes GST 2014/15</b>	<b>Includes GST 2015/16</b>
Burial of infants (up to 2 years / re-opening)	290.00	299.00
Extraordinary costs	At cost	At cost
<b>OMAKAU CEMETERY</b>		
Plot fees	230.00	237.00
<b>CROMWELL CEMETERY</b>		
<b>Plot Fees</b>		
Standard plot fees	575.00	592.00
Ashes plot	290.00	299.00
Memorial structures plot	575.00	650.00
<b>Burial Fees</b>		
Standard re-opening and burial	770.00	850.00
Burial of ashes	365.00	376.00
Burial of infants (up to 2 years / re-opening)	365.00	376.00
Memorial structures burials	740.00	850.00
Memorial structures burials stillborns & infants (up to 2 years old)	330.00	340.00
Extraordinary costs	At cost	At cost
<b>NASEBY CEMETERY</b>		
Standard plot fees	267.00	275.00
<b>RANFURLY CEMETERY</b>		
<b>Plot Fees</b>		
Standard plot fees	267.00	275.00
Ashes plot	139.00	143.00
<b>COMMUNITY FACILITIES</b>		
<b>ALEXANDRA COMMUNITY CENTRE</b>		
<b>Hall and Bar</b>		
Commercial whole day	265.00	265.00
Commercial half day	166.00	166.00
Commercial hourly rate	32.00	32.00
Non-commercial whole day	156.00	156.00
Non-commercial half day	98.00	98.00
Non-commercial hourly rate	20.00	20.00
<b>Hall, Kitchen and Bar</b>		
Commercial whole day	291.00	291.00
Commercial half day	194.00	194.00
Non-commercial whole day	177.00	177.00
Non-commercial half day	119.00	119.00
<b>Hall, Reading Room, Kitchen and Bar</b>		
Commercial whole day	333.00	333.00
Commercial half day	218.00	218.00
Non-commercial whole day	218.00	218.00
Non-commercial half day	130.00	130.00
<b>Whole Complex</b>		
Commercial whole day	442.00	442.00
Commercial half day	291.00	291.00
Non-commercial whole day	270.00	270.00
Non-commercial half day	166.00	166.00
<b>Hire of Trestles and Chairs (away from hall)</b>		
Trestles (each)	5.00	5.00
Chairs (each)	2.00	2.00

A \$200 bond is required for social functions; a whole day is more than 6 hours, half day is less than 6 hours.  
Bookings for the Jordon lounge are made with the Senior Citizens on (03) 448 7007.

	<b>Includes GST 2014/15</b>	<b>Includes GST 2015/16</b>
<b>Alexandra Memorial Theatre</b>		
Commercial / non-local or by agreement with CEO		
Evening performance	650.00	<b>650.00</b>
Matinee performance (afternoon)	489.00	<b>489.00</b>
Rehearsal (includes heating)	218.00	<b>218.00</b>
Amateur local non-profit making incorporated societies and educational institutes		
Evening performance	229.00	<b>229.00</b>
Matinee performance (afternoon)	172.00	<b>172.00</b>
Rehearsal (no heating)	59.00	<b>59.00</b>
Rehearsal (with heating)	120.00	<b>120.00</b>
<b>CROMWELL MEMORIAL HALL</b>		
<b>Whole Complex (auditorium, supper room, west wing, kitchen)</b>		
Commercial whole day	470.00	<b>470.00</b>
Commercial half day	315.00	<b>315.00</b>
Non-commercial whole day	190.00	<b>190.00</b>
Non-commercial half day	140.00	<b>140.00</b>
Sporting events – tournaments whole day	145.00	<b>145.00</b>
Sporting events – club nights/half day tournaments	115.00	<b>115.00</b>
Sporting events – schools	115.00	<b>115.00</b>
Hourly rate (only available on application to the Cromwell Community Board)	25.00	<b>25.00</b>
After 1.00am charge per hour	25.00	<b>25.00</b>
<b>Auditorium (not including kitchen)</b>		
Commercial whole day	300.00	<b>300.00</b>
Commercial half day	185.00	<b>185.00</b>
Non-commercial whole day	160.00	<b>160.00</b>
Non-commercial half day	105.00	<b>105.00</b>
Sporting events – tournaments	115.00	<b>115.00</b>
Sporting events – club nights/half day tournaments	85.00	<b>85.00</b>
Sporting events – schools	85.00	<b>85.00</b>
Hourly rate (only available on application to the Cromwell Community Board)	20.00	<b>20.00</b>
After 1.00am charge per hour	20.00	<b>20.00</b>
<b>Supper Room or West Wing (not including kitchen)</b>		
Commercial whole day	155.00	<b>155.00</b>
Commercial half day	115.00	<b>115.00</b>
Non-commercial whole day	90.00	<b>90.00</b>
Non-commercial half day	75.00	<b>75.00</b>
Hourly rate (only available on application to the Cromwell Community Board)	15.00	<b>15.00</b>
<b>Supper Room and Kitchen</b>		
Commercial whole day	180.00	<b>180.00</b>
Commercial half day	125.00	<b>125.00</b>
Non-commercial whole day	115.00	<b>115.00</b>
Non-commercial half day	90.00	<b>90.00</b>
Hourly rate (only available on application to the Cromwell Community Board)	25.00	<b>25.00</b>
Kitchen per hour	25.00	<b>25.00</b>
Stage per hour	25.00	<b>25.00</b>
<b>Hire of Trestles and Chairs (away from hall)</b>		
Trestles (each)	5.00	<b>5.00</b>
Chairs (each)	5.00	<b>5.00</b>
Refundable deposit for 1 – 20 chairs	85.00	<b>85.00</b>
Refundable deposit for more than 20 chairs	115.00	<b>115.00</b>
Crockery breakages (at hall)	At cost	<b>At cost</b>

A \$200 bond is required for social functions; a whole day is more than 6 hours, half day is less than 6 hours.

	<b>Includes GST 2014/15</b>	<b>Includes GST 2015/16</b>	
<b>CROMWELL SPORTS PAVILIONS</b>			
<b>Alpha Street Pavilion</b>			
Soccer Club per annum	540.00	540.00	
Casual day hire	55.00	55.00	
<b>Anderson Park Pavilion</b>			
Club per season	541.00	541.00	
Casual day hire	108.00	108.00	
<b>NASEBY HALL</b>			
Whole day hire (not exceeding 24 hours)	78.00	78.00	
Half day hire (not exceeding 4 hours)	36.00	36.00	
Hourly rate if less than half day	16.00	16.00	
<b>WAIPIATA HALL</b>			
24 hour period	104.00	104.00	
Hourly rate	5.00	5.00	
Waipiata Darts Club per annum	395.00	395.00	
<b>WALLACE MEMORIAL HALL</b>			
Whole day hire (not exceeding 24 hours)	31.00	31.00	
Half day hire (not exceeding 4 hours)	16.00	16.00	
<i>A \$200 bond is required for social functions.</i>	<b>RANFURLY HALL</b>		
	Meetings	52.00	52.00
	Meetings in supper room (hourly rate)	16.00	16.00
	Furniture auctions	52.00	52.00
	Local concerts	83.00	83.00
	Visiting artists and concerts	114.00	114.00
	Weddings and cabarets etc	172.00	172.00
	Local schools: sports day/events (subject to conditions)	No charge	No charge
	<b>PATEAROA HALL</b>		
Whole day hire and funerals	104.00	104.00	
Half day hire	31.00	31.00	
Meeting room (locals)	16.00	16.00	
Meeting room (non-locals)	26.00	26.00	
Discretionary bond	260.00	260.00	
<b>Hire of Tables and Chairs (away from hall)</b>			
Tables	10.00	10.00	
Padded chairs	2.00	2.00	
Plastic chairs	1.00	1.00	
<i>A \$200 bond is required for social functions</i>	<b>ROXBURGH ENTERTAINMENT CENTRE</b>		
	<b>Theatre</b>		
	Evenings	302.00	302.00
	Conferences	302.00	302.00
	Matinees, meetings and rehearsals	146.00	146.00
	Hourly rate for non-profits groups only	18.00	18.00
	<b>Dance Hall</b>		
	Commercial whole day (social functions, weddings, funerals)	302.00	302.00
	Commercial half day (social functions, weddings, funerals)	146.00	146.00
Hourly rate for non-profit groups only	18.00	18.00	
<i>Track lighting is additional to all other fees.</i>	Track lighting (per day)	54.00	54.00
	Track lighting – supper room (per day)	28.00	28.00
	Track lighting – dance hall (per day)	28.00	28.00
	<b>Kitchen</b>		
	Commercial hire whole day (social functions, weddings, funerals)	146.00	146.00
Commercial half day (social functions, weddings, funerals)	104.00	104.00	

	<b>Includes GST 2014/15</b>	<b>Includes GST 2015/16</b>
Hourly rate for non-profit groups only	18.00	18.00
<b>Whole complex</b> (non-discountable)	640.00	640.00
<b>ROXBURGH MEMORIAL HALL</b>		
<b>Whole Hall</b>		
Commercial hire	187.00	187.00
Hourly rate for commercial hire	59.00	59.00
Hourly rate for non-profits groups only	18.00	18.00
<b>COUNCIL OFFICE HIRE</b>		
<b>WILLIAM FRASER BUILDING</b>		
Council Chambers whole day	115.00	115.00
Council Chambers half day	55.00	55.00
Conference room / Bill McIntosh room whole day	55.00	55.00
Conference room / Bill McIntosh room half day	35.00	35.00
Assets department meeting room whole day	35.00	35.00
Assets department meeting room half day	35.00	35.00
Tea making facilities (per person per tea break)	2.00	2.00
<b>CROMWELL SERVICE CENTRE</b>		
Council Chambers whole day	115.00	115.00
Council Chambers half day	55.00	55.00
Tea making facilities (per person per tea break)	2.00	2.00
<b>RANFURLY SERVICE CENTRE</b>		
Council Chambers whole day	55.00	55.00
Council Chambers half day	35.00	35.00
Meeting room whole day	35.00	35.00
Meeting room half day	25.00	25.00
<b>ROXBURGH SERVICE CENTRE</b>		
Council Chambers whole day	55.00	55.00
Council Chambers half day	35.00	35.00
<b>CROMWELL MUSEUM</b>		
<b>SALE OF MUSEUM PHOTOGRAPHS</b>		
6 x 4 black and white	14.00	14.00
7 x 5 black and white	19.00	19.00
10 x 8 black and white	24.00	24.00
6 x 4 sepia	21.00	21.00
7 x 5 sepia	31.00	31.00
10 x 8 sepia	42.00	42.00
Photocopy of photographs	2.00	2.00
<b>DIGITAL PHOTOGRAPH COLLECTION</b> (Including Ron Murray collection)		
6 x 4 printed copy	4.00	4.00
Tiff image supplied on CD for personal use + postage	10.00	10.00
Tiff image supplied on CD for publication use + reproduction fee + postage	10.00	10.00
<b>Reproduction (per application)</b>		
Book/periodical/newspaper	25.00	25.00
Postcard/greeting card/decoration	50.00	50.00
Advertising/publicity	150.00	150.00
Television programmes/commercial + research time	250.00	250.00
Hire of long ladder	\$25 per day	\$25 per day
<b>Postage</b>		
New Zealand	5.00	5.00

Overseas	<b>Includes GST 2014/15</b> 10.00	<b>Includes GST 2015/16</b> 10.00
<b>LIBRARIES</b>		
Rental books – popular fiction and new releases (per book)	1.00	<b>1.00</b>
Interloan books from outside district (plus and externally imposed charges per book)	Up to \$15	<b>Up to \$15</b>
<b>OVERDUE BOOKS (per book per week)</b>		
Adults	2.00	<b>Up to 30c per day</b>
Children	2.00	<b>Up to 30c per day</b>
Reciprocal borrowers	10.00	<b>10.00</b>
Reservation fee (per book)	1.00	<b>1.00</b>
DVDs (per week)	3.00	<b>3.00</b>
Lost/damaged books	Replacement cost	<b>Replacement cost</b>
<b>COMPUTER USE (no internet)</b>		
Up to 30 minutes	-	<b>No charge</b>
Every 15 minutes thereafter	-	<b>2.00</b>
<b>INTERNET CHARGES</b>		
20mb	2.00	<b>2.00</b>
50mb	5.00	<b>5.00</b>
100mb	10.00	<b>10.00</b>
<b>PHOTOCOPYING</b>		
A4 per sheet up to 20 sheets (black and white)	0.20	<b>0.20</b>
A4 per sheet up to 20 sheets (colour)	1.30	<b>1.30</b>
A4 per sheet more than 20 sheets (black and white)	0.10	<b>0.10</b>
A4 per sheet more than 20 sheets (colour)	0.60	<b>0.60</b>
A3 per sheet up to 20 sheets (black and white)	0.40	<b>0.40</b>
A3 per sheet up to 20 sheets (colour)	2.00	<b>2.00</b>
A3 per sheet more than 20 sheets (black and white)	0.20	<b>0.20</b>
A3 per sheet more than 20 sheets (colour)	1.00	<b>1.00</b>
A4 double sided (black and white)	0.40	<b>0.40</b>
A4 double sided (colour)	2.00	<b>2.00</b>
A3 double sided (black and white)	0.80	<b>0.80</b>
A3 double sided (colour)	4.00	<b>4.00</b>
Own paper per sheet (black and white)	0.10	<b>0.10</b>
Own paper per sheet (colour)	0.60	<b>0.60</b>
Own paper double sided per sheet (black and white)	0.20	<b>0.20</b>
Own paper double sided per sheet (colour)	1.00	<b>1.00</b>
<b>FAX CHARGES</b>		
All locations up to 3 pages (per fax)	3.00	<b>3.00</b>
Additional pages per page	0.50	<b>0.50</b>
<b>BOOK COVERING</b>		
Small books (paperback/trade paperback)	5.00	<b>5.00</b>
Medium books	8.00	<b>8.00</b>
Large books	11.00	<b>11.00</b>
Scanning (per page)	1.00	<b>1.00</b>
Replacement cards	5.00	<b>5.00</b>
Non-residents without a borrowing card (\$25 non-refundable)	50.00	<b>25.00</b>
Damaged item charge	10.00	<b>10.00</b>

	<b>Includes GST 2014/15</b>	<b>Includes GST 2015/16</b>	
	<b>PARKS</b>		
	<b>MOLYNEUX PARK</b>		
<i>A whole day is more than 6 hours, half day is less than 6 hours. The stadium has a wooden gymnasium floor and is therefore not suitable for events requiring seating or furniture unless provision is made to protect the floor.</i>	<b>Stadium</b>		
	Sports groups (per hour)	34.00	34.00
	Vincent sports groups (per hour)	22.00	22.00
	Gas heating token (20 minutes)	7.00	7.00
	Electric heating token (15 minutes)	1.00	0.50
	Sports groups whole day	296.00	296.00
	Sports groups half day	198.00	198.00
	Vincent sport groups whole day	166.00	166.00
	Vincent sport groups half day	120.00	120.00
	Kitchen whole day (includes foyer toilets)	54.00	54.00
	Kitchen half day (includes foyer toilets)	27.00	27.00
	Changing rooms (per room)	10.00	10.00
	<i>Cricket rates are variable depending on level of pitch preparation; seasonal rates available on application and by negotiation</i>	<b>Sports Grounds</b>	
Casual (per ground per day)		110.00	113.00
Cricket wickets (per day)		95.00	113.00
Changing rooms (per room)		25.00	26.00
	<b>PIONEER PARK</b>		
<i>A \$400 bond is required for circuses and fairs, amusement device operators are also required to pay the appropriate inspection licensing fees to operate devices in the district.</i>	Commercial activity or event including circus, gypsy fair, Blossom Festival	295.00	304.00
	Non-commercial - community group activity	35.00	36.00
	Non-commercial - community group activity – a Vincent benefit	135.00	139.00
	Amusement devices (activity or device)	70.00	72.00
	Council power box (per hour)	5.00	5.00
	<b>ANDERSON PARK</b>		
	<b>Sports Club Rentals (per player per season)</b>		
	Anderson Park grounds	45.00	46.00
	Netball / tennis courts	18.00	19.00
	<b>Casual Users (per day)</b>		
	Playing fields (per player)	2.00	2.00
	Netball/tennis courts (per player)	2.00	2.00
	Non-sporting activities (per ground plus electricity)	67.00	69.00
	Touch tournaments (per ground)	61.00	63.00
	<b>ALPHA STREET RESERVE</b>		
<i>A \$400 bond is required for circuses and fairs, amusement device operators are also required to pay the appropriate inspection licensing fees to operate devices in the district.</i>	Commercial activity or event including circus and gypsy fair	294.00	303.00
	<b>Sports Club Rentals (per player per season)</b>		
	Alpha Street grounds	45.00	46.00
	<b>Casual Users (per day)</b>		
	Playing fields (per player)	2.00	2.00
	Non-sporting activities (per player plus electricity)	67.00	63.00
	Touch tournaments (per ground)	61.00	63.00
	Coin operated BBQ	1.00	1.00
	Alpha Street ground lights - per hour	-	10.00
		<b>MANIOTOTO PARK</b>	
<i>A \$200 bond is required for social functions in the Stadium.</i>	Sports clubs (per annum)	806.00	830.00
	Sports ground (per day)	104.00	107.00
	Sports ground (half day)	52.00	54.00
	Outdoor netball/tennis courts	No charge	No charge
<i>A whole day is more than 6 hours, half day is less than 6 hours. The stadium has a wooden gymnasium</i>	<b>Stadium</b>		
	Stadium sports session (not exceeding 2 hours)	16.00	16.00
	Stadium sports session (not exceeding 4 hours)	35.00	35.00

floor and is therefore not suitable for events requiring seating or furniture unless provision is made to protect the floor.

	<b>Includes GST 2014/15</b>	<b>Includes GST 2015/16</b>
Stadium only (day rate – not exceeding 24 hours)	109.00	109.00
Stadium/kitchen/bar (day rate) weddings, cabarets	166.00	166.00
Local schools sports day/events (subject to conditions)	No charge	No charge
<b>Rugby Clubrooms</b>		
Rugby clubrooms (day rate – not exceeding 8 hours)	83.00	83.00
Rugby clubrooms (half day rate – not exceeding 4 hours)	42.00	42.00
Rugby clubroom/kitchen/bar (day rate not exceeding 24 hours)	140.00	140.00
Rugby clubroom/kitchen/bar (half day rate not exceeding 4 hours)	68.00	68.00
Local schools sports day/events (subject to conditions)	No charge	No charge
<b>Kitchen</b>		
Kitchen whole day (not exceeding 24hours)	52.00	52.00
Kitchen half day (not exceeding 4 hours)	26.00	26.00
<b>Hire of Trestles away from the Stadium</b>		
Hire of trestles away from the stadium (per trestle)	3.00	3.00
Hire of chairs away from the stadium (per chair)	1.00	1.00
<b>Charges Per Annum</b>		
Maniototo Squash Club	1,508.00	1,508.00
A&P Association (per show)	801.00	801.00
<b>TEVIOT VALLEY</b>		
King George Park - community activity	-	40.00
<b>SWIMMING POOLS</b>		
<b>MOLYNEUX AQUATIC CENTRE</b>		
<b>Single Admission</b>		
Adult	4.50	6.00
Child	2.00	3.00
Pre-schooler (with maximum of 2 per 1 paying parent/caregiver)	No charge	No charge
Gold Card and tertiary student 17%	4.00	5.00
Community Services Card holder 17%	4.00	5.00
Family - 2 adults and 2 children	-	15.00
Family - 1 Adult and 4 children	-	15.00
Replacement swim card if lost	-	1.00
<b>Membership Card and Yearly Pass</b>		
Adult 11 swims	45.00	60.00
Adult 23 swims	90.00	120.00
Adult 3 month pass	-	240.00
Adult 6 month pass	-	420.00
Adult yearly pass	540.00	720.00
Child 11 swims	20.00	30.00
Child 23 swims	40.00	60.00
Child 3 month pass	-	120.00
Child 6 month pass	-	210.00
Child yearly pass	290.00	360.00
<b>Gold Card, Community Services Card and Tertiary Students</b>		
11 swims	40.00	50.00
23 swims	80.00	100.00
3 month pass	-	200.00
6 month pass	-	350.00
Yearly pass	480.00	600.00
<b>Aquarobics and Aqua Fit</b>		
Adult entry and class	9.00	10.50
Adult 11 class membership concession (includes pool entry)	90.00	105.00
Gold Card, Community Services Card, tertiary student entry and class	8.10	9.50

	<b>Includes GST 2014/15</b>	<b>Includes GST 2015/16</b>
Gold Card, Community Services Card, tertiary student 11 class membership concession (includes pool entry)	81.00	95.00
Aqua Fit Class only excluding pool entry	4.50	4.50
<b>School Hire</b>		
District primary schools per lane/block per hour – min charge 1 hour then ½ hour blocks (includes pool entry)	8.00	8.00
District high schools per lane/block per hour – min charge 1 hour then ½ hour blocks (includes pool entry)	8.00	8.00
Non-district schools – normal pool entry plus non-commercial lane hire per lane/block per hour. Min charge 1 hour then 1/2 hour blocks	23.00	12.00
<b>Central Otago Swimming Clubs / Non-Commercial (as per definition)</b>		
Tues, Thurs non-competitive club nights per lane, no entry (does not include development or squad coaching sessions)	12.00	12.00
Lane hire per lane per hour includes pool entry min 1 hour then ½ hour blocks (including development or squad coaching sessions)	12.00	12.00
Swim meets / competition nights full 25 metre pool hire includes pool entry min 1 hour then ½ hour blocks (or by agreement with Chief Executive Officer)	120.00	124.00
<b>Commercial Operators</b>		
Lane hire per lane per hour includes pool entry min 1 hour then ½ hour blocks (or by agreement with Chief Executive Officer)	49.00	25.00
<b>Additional Charges</b>		
Additional staff after hours	22.00	23.00
<b>Meeting Room Charges (where available)</b>		
Non-commercial per hour min 1 hour then ½ hour blocks	10.00	10.00
Commercial use per hour min 1 hour then ½ hour blocks	31.00	22.00
Commercial use per day	-	100.00
Clean up after meeting - optional	-	30.00
Kitchen surcharge per day	31.00	32.00
Kitchen surcharge per hour	-	10.00
Tea/coffee/cutlery per person provided in meeting room	-	2.00
<b>CROMWELL SWIM CENTRE</b>		
<b>Single Admission</b>		
Adult	4.50	6.00
Child	2.00	3.00
Pre-schooler (with maximum of 2 per 1 paying parent/caregiver)	No charge	No charge
Gold Card and tertiary student 17%	4.00	5.00
Community Services Card holder 17%	4.00	5.00
Family - 2 adults and 2 children	-	15.00
Family - 1 Adult and 4 children	-	15.00
Replacement swim card if lost	-	1.00
<b>Membership Card and Yearly Pass</b>		
Adult 11 swims	45.00	60.00
Adult 23 swims	90.00	120.00
3 month pass	-	240.00
6 month pass	-	420.00
Adult yearly pass	540.00	720.00
Child 11 swims	20.00	30.00
Child 23 swims	40.00	60.00
3 month pass	-	120.00
6 month pass	-	210.00
Child yearly pass	290.00	360.00
<b>Gold Card, Community Services Card and Tertiary Students</b>		
11 swims	40.00	50.00
23 swims	80.00	100.00
3 month pass	160.00	200.00

	<b>Includes GST 2014/15</b>	<b>Includes GST 2015/16</b>
6 month pass	-	350.00
Yearly pass	480.00	600.00
<b>Aquarobics and Aqua Fit</b>		
Adult entry and class	9.00	10.50
Adult 11 class membership concession (includes pool entry)	90.00	105.00
Gold Card, Community Services Card, tertiary student entry and class	8.10	9.50
Gold Card, Community Services Card, tertiary student 11 class membership concession (includes pool entry)	81.00	95.00
Aqua Fit class only excluding pool entry	4.50	4.50
<b>School Hire (off peak hours only)</b>		
District primary schools per lane/block per hour – min charge 1 hour then ½ hour blocks (includes pool entry)	8.00	8.00
District high schools per lane/block per hour – min charge 1 hour then ½ hour blocks (includes pool entry)	8.00	8.00
Non-district schools – normal pool entry plus non-commercial lane hire per lane/block per hour. Min charge 1 hour then 1/2 hour blocks	23.00	12.00
<b>Central Otago Swimming Clubs / Non-Commercial (as per definition)</b>		
Tues, Thurs non-competitive club nights per lane, no entry (does not include development or squad coaching sessions)	12.00	12.00
Lane hire per lane per hour includes pool entry min 1 hour then ½ hour blocks (including development or squad coaching sessions)	12.00	12.00
Swim meets / competition nights full 25 metre pool hire includes pool entry min 1 hour then ½ hour blocks (or by agreement with Chief Executive Officer)	120.00	124.00
<b>Commercial Operators</b>		
Lane hire per lane per hour includes pool entry min 1 hour then ½ hour blocks (or by agreement with Chief Executive Officer)	49.00	25.00
<b>Additional Charges</b>		
Additional staff after hours - per hour per staff member	22.00	23.00
<b>Meeting Room Charges (where available)</b>		
Non-commercial per hour min 1 hour then ½ hour blocks	10.00	10.00
Commercial use per hour min 1 hour then ½ hour blocks	31.00	22.00
Commercial use per day	-	100.00
Clean up after meeting - optional	-	30.00
Kitchen surcharge per day	31.00	32.00
Kitchen surcharge per hour	-	10.00
Tea/coffee/cutlery per person provided in meeting room	-	2.00
<b>SWIMMING LESSON – CENTRAL SWIM SCHOOL (includes pool entry)</b>		
10 x toddler/preschool lesson - Starfish, Turtles, Seals, Dolphin, Goldfish, Clownfish, Puffer Fish and Rainbow Fish	91.00	94.00
10 x school age lessons - Seahorse, Otter, Snapper, Crocodile, Barracuda, Piranha, Stingray, Marlin.	99.00	102.00
10 x 45 minute stroke development - Sharks Squad	106.00	109.00
<b>Weekday private lesson</b>		
15 minutes	17.00	18.00
20 minutes	23.00	24.00
30 minutes	35.00	36.00
5 day block holiday classes	46.00	47.00
<b>RANFURLY SWIM CENTRE</b>		
<b>Admission</b>		
Adult	4.50	4.60
Child	2.00	2.10
11 x child swims (swim card)	20.00	21.00
11 x adult swims (swim card)	45.00	46.00

	<b>Includes GST 2014/15</b>	<b>Includes GST 2015/16</b>
<b>Season pass (single)</b>	92.00	95.00
Season pass (family) plus \$10 per child	115.00	118.00
Maniototo Area School	760.00	783.00
St John's School	137.00	141.00
Aquabelles (per session)	366.00	377.00
Other groups (per session)	366.00	377.00
Professional coaching	20.00	20.00

## DISTRICT DEVELOPMENT

### **TOURISM CENTRAL OTAGO**

#### **CENTRAL OTAGO VISITOR GUIDE**

Quarter page	370.00	380.00
Half page	740.00	750.00
Full page	1,300.00	1,300.00
Quarter page – repeat no charge	350.00	360.00
Half page – repeat no charge	700.00	700.00
Full page – repeat no charge	1,200.00	1,200.00

#### **CENTRAL OTAGO ONLINE**

Basic website listing - 1 image	No charge	No charge
Online package one-off set up fee for an enhanced listing, 6 images, fact sheet, booking engine	420.00	200.00

#### **CENTRAL OTAGO VISITOR GUIDE PLUS WEBSITE PACKAGE**

Quarter page advert plus full online	520.00	540.00
Half page advert plus full online	890.00	900.00
Full page advert plus full online	1,450.00	1,450.00

Booking commission on operator bookings via website booking engine	10-20%	10-20%
Central Otago related products/operators registration fee (outside region operators as approved by TCO)	364.00	375.00
There may be one-off projects carried out during the year where operators who participate contribute to the costs on a case by case basis	As required	As required

*Located at Alexandra, Cromwell,  
Ranfurlly and Roxburgh*

### **VISITOR INFORMATION CENTRES**

#### **TOLL CALLS**

National (per 2 minutes)	1.00	1.00
International (per 5 minutes)	6.00	6.00

Booking commission (on operator bookings)	10-20%	10-20%
Cancellation fee (payable by customer)	10-20%	10-20%
Event tickets	Up to 20%	Up to 20%
Booking fee	6.00	6.00

Photocopying and faxes (refer to Administration Services)

#### **DISPLAY**

Wall / poster (6 months) A1	300.00	300.00
Wall / poster (full year) A1	500.00	500.00
Wall / poster (6 months) A2	-	200.00
Wall / poster (full year) A2	-	350.00
Light box (per month)	25.00	25.00
Local operators (per brochure per centre per annum)	108.00	108.00
Outside region operators (per brochure per centre per annum)	108.00	108.00
Commercial series publications per centre	540.00	540.00
Commercial series publications all four centres	1,350.00	1,350.00
Commercial individual publications (per centre per annum)	165.00	165.00

#### **PLASMA TV OPERATOR ADVERTISING**

Per month	60.00	40.00
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	<b>Includes GST 2014/15</b>	<b>Includes GST 2015/16</b>
Per 6 months (summer/winter)	300.00	180.00
Per year	500.00	325.00
<b>INTERNET CHARGES</b>		
20mb	2.00	2.00
50mb	5.00	5.00
100mb	10.00	10.00
Mobile device charging	Up to \$2	Up to \$2
One-off projects carried out during the year where operators who participate contribute to the costs on a case by case basis	As required	As required

## PLANNING & ENVIRONMENT

*Estimated value of work, includes Project Check Fee.*

*The cost of any peer review of professional documents is at the applicant's cost.*

*All Building Control Fees are based on the average time taken to complete administration, processing and inspections based on the value of the building consent or other building work. Work in excess of this time may be charged for at time and disbursements.*

*Any other charge for information, certification or inspection, or recording of safe and sanitary certificates not specifically provided for to be charged at time and disbursements (\$60 minimum).*

### **BUILDING CONTROL CHARGES**

Up to and including \$5,000	270.00	275.00
Over \$5,000 and not exceeding \$10,000	550.00	560.00
Over \$10,000 and not exceeding \$20,000	1,000.00	1,020.00
Over \$20,000 and not exceeding \$40,000	1,480.00	1,510.00
Over \$40,000 and not exceeding \$80,000	1,660.00	1,690.00
Over \$80,000 and not exceeding \$200,000	2,350.00	2,400.00
Over \$200,000 and not exceeding \$350,000	2,880.00	2,940.00
Over \$350,000 and not exceeding \$500,000	3,050.00	3,110.00
Over \$500,000 and not exceeding \$750,000	3,350.00	3,420.00
Over \$750,000 and not exceeding \$1,000,000	3,630.00	3,700.00
Exceeding \$1 million (min deposit plus additional time if necessary)	3,490.00+	3780.00+

### **COMMERCIAL ALTERATIONS AND NEW**

Up to \$10,000	680.00	695.00
\$10,000 - \$20,000	1,270.00	1,295.00
\$20,000 - \$40,000	1,720.00	1,755.00
\$40,000 - \$80,000	1,860.00	1,900.00
\$80,000 - \$200,000	2,490.00	2,540.00
\$200,000 - \$350,000	2,995.00	3,055.00
\$350,000 - \$500,000	3,170.00	3,230.00
\$500,000 - \$750,000	3,460.00	3,530.00
\$750,000 +	3,735.00	3,810.00

BRANZ Levy - (exempt from GST) (projects under \$20,000 are exempt)	\$1 for every \$1,000 or part thereof	<b>\$1 for every \$1,000 or part thereof</b>
MBIE Levy - (projects under \$20,000 are exempt)	\$2.01 for every \$1,000	<b>\$2.01 for every \$1,000</b>

Multi-proof building consents actual cost of work to be recovered at time and disbursements	165.00	<b>No charge</b>
Amendments to Building Consents actual cost of work to be recovered at time and disbursements	75.00	<b>75.00</b>
Erection of marquee	230.00	<b>235.00</b>
Heating / fire appliances - free standing	200.00	<b>205.00</b>
Inbuilt second-hand	350.00	<b>360.00</b>
Wind machines (horticultural)	440.00	<b>440.00</b>

### **OTHER BUILDING CHARGES**

#### **Certificate of Acceptance**

Minor work up to \$5,000	800.00	820.00
Residential \$5,000 to \$20,000	1,135.00	1,160.00
Residential \$20,000 +	1,950.00	1,990.00
Commercial – \$550 deposit plus hourly rate plus travel	560.00+	<b>570.00+</b>
Relocated house within the district	160.00	<b>165.00</b>
New compliance schedule	75.00	<b>75.00</b>
Amended compliance schedule	75.00	<b>75.00</b>

	<b>Includes GST 2014/15</b>	<b>Includes GST 2015/16</b>
WOF monitoring features	75.00	75.00
Certificate for Public Use	375.00	375.00
Notice to Fix	170.00	170.00
Fire Service assessment of building consents (plus costs)	75.00	75.00
Demolition – non-commercial	230.00	230.00
Demolition – commercial	450.00	450.00
Inspection of unsatisfactory work (per visit or inspections not already provided for)	75.00	75.00
Swimming pool exemption (referred to Council)	280.00	280.00
Water test fee (fee plus actual test cost)	60.00	60.00
Assessment of building consent exemption application (deposit)	75.00	75.00
Title search	-	12.00
<b>PROJECT INFORMATION MEMORANDUM – RESIDENTIAL</b>		
Up to and including \$5,000	30.00	30.00
Over \$5,000 and not exceeding \$10,000	75.00	75.00
Over \$10,000 and not exceeding \$20,000	125.00	130.00
Over \$20,000 and not exceeding \$40,000	200.00	205.00
Over \$40,000 and not exceeding \$80,000	260.00	265.00
Over \$80,000 and not exceeding \$200,000	290.00	295.00
Over \$200,000 and not exceeding \$350,000	335.00	340.00
Over \$350,000 and not exceeding \$500,000	335.00	390.00
Exceeding \$500,000 (min deposit plus additional time if necessary)	320.00+	440.00+
Minor appliances (heaters – inbuilt, second-hand)	30.00	30.00
<b>PROJECT INFORMATION MEMORANDUM – COMMERCIAL</b>		
Alteration / new building up to \$10,000	200.00	205.00
Alteration / new building \$10,000 - \$20,000	370.00	380.00
Alteration / new building \$20,000 - \$1,000,000	440.00	450.00
Alteration / new building over \$1,000,000	440.00	520.00
<b>TIME AND DISBURSEMENTS</b>		
Hourly rates for processing all applications	94.00	96.00
Mileage (cents per km)	1.00	1.00
<b>ENVIRONMENTAL HEALTH</b>		
Establishment of new premises	150.00	200.00
<b>ANNUAL INSPECTION</b>		
Registered food premises	175.00	200.00
Camping grounds	175.00	200.00
Hairdresser shops	175.00	175.00
Offensive trades	175.00	175.00
Funeral directors	175.00	175.00
Follow up inspection fee	175.00	200.00
Change of ownership	70.00	90.00
<b>ANNUAL RENEWAL</b>		
Food Act premises	90.00	90.00
Camping grounds	90.00	90.00
Hairdresser shops	90.00	90.00
Offensive trades	90.00	90.00
Funeral directors	90.00	90.00
Miscellaneous Bylaw and general licence fees	150.00	150.00
Late payment fee	150%	150%
<b>FOOD CONTROL PLANS/NATIONAL PROGRAMMES</b>		
Application	70.00	90.00
Initial audit	180.00	200.00
Subsequent audits (hourly rate)	-	100.00
Corrective action (hourly rate)	85.00	100.00

	Includes GST 2014/15	Includes GST 2015/16
<b>BYLAW AND POLICY</b>		
<b>Trading General Bylaw in Public Place</b>		
Trading stalls (per week)	50.00	50.00
Trading stalls in public places (per annum)	300.00	300.00
TAB and gambling venues application fee (deposit)	150.00	150.00
Additional sandwich board	80.00	80.00
<i>In accordance with the Sale and Supply of Alcohol (Fees) Regulations 2013, the fees for On, Off and Club Licenses are reduced to one level lower than the fee category assessed under the regulations.</i>		
<b>LIQUOR LICENSING</b>		
<b>Local Authority Compliance Certificate</b>		
Building	60.00	60.00
Planning	60.00	60.00
<i>Any dog classified as dangerous under the Dog Control Act shall pay 150% of the registration fee prescribed in this schedule.</i>		
<b>ANIMAL CONTROL</b>		
<b>Dog Registration Fees</b>		
Non-working dogs	55.00	55.00
Working dogs	12.00	12.00
Late penalty fee (percentage of base fee)	150%	150%
<b>Dog Impounding Charges</b>		
First impounding (for each 12 months)	100.00	100.00
Second impounding (for each 12 months)	130.00	130.00
Third and subsequent impounding (for each 12 months)	165.00	165.00
Sustenance	22.00	22.00
Destruction of dog	57.00	57.00
Notification	21.00	21.00
Microchipping	31.00	31.00
<b>Licence to Keep Four or More Dogs</b>		
Application	50.00	50.00
Inspection fee	85.00	85.00
<i>All applications for resource and subdivision consent and changes to the District Plan will be charged on a time charge, plus disbursements basis although a minimum payment is required as set out below. Applications will not be processed unless accompanied by the appropriate application or deposit fee. In accordance will Section 36 of the Resource Management Act where a charge is payable, the Council will not perform the action to which the charge relates until the charge has been paid in full. Note: This applies to all fees and charges in relation to Resource Management functions.</i>		
<b>PLANNING</b>		
<b>SUBDIVISION CHARGES</b>		
<b>Land Subdivision Consent</b>		
Consent application deposit (notified to formal hearing)	2,000.00	2,000.00
Consent application deposit (non-notified to formal hearing)	1,500.00	1,500.00
Consent application deposit (under delegated authority)	800.00	800.00
Minor boundary adjustment	350.00	350.00
Plan Certification - 223	140.00	140.00
Plan Certification - 224(c)	140.00	140.00
Minor amendment to cross lease/unit title plan (deposit)	510.00	510.00
<b>Other Subdivision Charges</b>		
Completion certificates	75.00	75.00
Compliance certificates (deposit)	540.00	540.00
Certified copy of Council resolution	75.00	75.00
Registered bond	At cost	At cost
Release from registered bond	At cost	At cost
Right of way consents (348 Certificate)	100.00	100.00
Certificate of approval of survey plans (s.226(1)(e)(ii))	140.00	140.00
Change or cancellation of amalgamation condition (deposit)	100.00	100.00
Cancellation of easement (Section 243)	100.00	100.00
<i>Applications which are incomplete or require the applicant to undergo remedial works will incur further</i>		
<b>LAND USE CONSENT</b>		
Consent application deposit (notified to formal hearing)	2,000.00	2,000.00
Consent application deposit (non-notified to formal hearing)	1,500.00	1,500.00
Consent application deposit (under delegated authority)	500.00	500.00

	<b>Includes GST 2014/15</b>	<b>Includes GST 2015/16</b>
<i>costs on a time and disbursement basis.</i>		
Non-compliance with bulk and location requirements (delegated authority)	140.00	140.00
Minor breach of standards (e.g. colour palette) (deposit)	250.00	250.00
Application for Extension of Time for a Resource Consent (deposit)	140.00	140.00
Minor Change or Cancellation of Consent Condition (delegated) (deposit)	260.00	260.00
Complex Change or Cancellation of Consent Condition (delegated) (deposit)	520.00	520.00
Change or Cancellation of Consent Condition to Formal Hearing (deposit)	785.00	785.00
Monitoring Consent Holders (per hour + mileage)	90.00	90.00
Hearing of Objection to Resource Consent (deposit)	785.00	785.00
<b>Application for Heritage Orders and Designations (deposit)</b>		
Minor, no research (plus public notification)	1,000.00	1,000.00
Moderate, standard research requirements (plus public notification)	5,000.00	5,000.00
Major, affects large area of district (plus public notification)	10,000.00	10,000.00
<i>Because such procedures are lengthy and involved, it is appropriate that provision be made for ongoing fee charging, for the processing, report preparation, briefing of Chairperson, attendance of planning consultant and/or staff at hearing or in preparation of application to the Chief Executive Officer in the event of an application under delegated authority and for the preparation and drafting of the decision and release to all parties. DBH and BRANZ levies apply to work over \$20,000.</i>		
<b>APPLICATION FOR DISTRICT PLAN CHANGE (DEPOSIT)</b>		
Minor effect – not requiring research (plus public notification and disbursements and all costs associated with conducting a hearing, including Councillors' fees. Applicant to provide all documentation to Council's satisfaction).	1,000.00	1,000.00
Moderate effect – requiring limited research (plus public notification and disbursements and all costs associated with conducting a hearing, including Councillors' fees. Applicant to provide all documentation to Council's satisfaction).	5,000.00	5,000.00
Major effect – affects significant part of District Plan/major land use effects (plus public notification and disbursements and all costs associated with conducting a hearing, including Councillors' fees. Applicant to provide all documentation to Council's satisfaction).	10,000.00	10,000.00
<b>Information Charges</b>		
Resource Management Act information	At cost	At cost
All other information requested in writing (time charge + disbursements basis min)	75.00	75.00
<b>LAND INFORMATION MEMORANDUM (LIM)</b>		
<b>Residential Search</b>		
Provided in 10 working days	160.00	160.00
Provided in 5 working days	200.00	200.00
<b>Commercial Search</b>		
Provided in 10 working days	220.00	220.00
Provided in 5 working days	290.00	290.00
Other charges (engineering, technical consultancy and valuation fees) – to be in addition to all fees where additional information may be required or a report commissioned, or where attendance at a meeting is requested and for administration, inspection and/or supervision.	At cost	At cost

## GOVERNANCE & CORPORATE SERVICES

### PHOTOCOPYING

A4 per sheet up to 20 sheets (black and white)	0.20	0.20
A4 per sheet up to 20 sheets (colour)	1.30	1.30
A4 per sheet more than 20 sheets (black and white)	0.10	0.10
A4 per sheet more than 20 sheets (colour)	0.60	0.60
A3 per sheet up to 20 sheets (black and white)	0.40	0.40
A3 per sheet up to 20 sheets (colour)	2.00	2.00
A3 per sheet more than 20 sheets (black and white)	0.20	0.20
A3 per sheet more than 20 sheets (colour)	1.00	1.00
A4 double sided (black and white)	0.40	0.40
A4 double sided (colour)	2.00	2.00
A3 double sided (black and white)	0.80	0.80
A3 double sided (colour)	4.00	4.00

	<b>Includes GST 2014/15</b>	<b>Includes GST 2015/16</b>
A2, A1 & A0 per sheet (black & white)	-	15.00
A2, A1 & A0 per sheet (colour)	-	18.00
Own paper per sheet (black and white)	0.10	0.10
Own paper per sheet (colour)	0.60	0.60
Own paper double sided per sheet (black and white)	0.20	0.20
Own paper double sided per sheet (colour)	1.00	1.00
Providing of regular meeting agenda (per agenda)	34.30	35.00
<b>FAX CHARGES</b>		
All locations up to 3 pages (per fax)	3.00	3.00
Additional pages per page	0.50	0.50
<b>WORD PROCESSING</b>		
Per hour	-	45.00
<b>RATING SERVICES</b>		
Water rates final read	25.00	25.00
<b>MAPS/AERIAL PHOTOGRAPHY</b>		
Printing as per the above Photocopying charges		
Custom maps (per hour cost)	98.80	100.00
Electronic copies of aerials	POA	POA
<b>PROJECTOR</b>		
Projector hire (per day)	50.00	50.00
<b>ARCHIVES</b>		
Archives research when requested information will take a lengthy period of time due to lack of request information provided. Discussed at time of engagement.	-	80.00

## WATER, WASTEWATER AND WASTE MANAGEMENT PART CHARGES IN LIEU OF RATES

*The Local Government (Rating) Act 2002 requires that properties be rated based on their status as at the 1st July each year. Certain rates are based on level of service provided. These are Water Supply rates, Wastewater rates and Waste Management rates.*

*To enable these services to be provided part way through the rating year Council will invoice the ratepayer upon provision of the laterals for Water Supply and Wastewater and upon commencement of service in the case of Waste Management collections.*

*The following charges will be invoiced for each complete month of the rating year remaining. All charges include GST*

### **WATER SUPPLY – PER MONTH**

Alexandra - If already rated as serviceable	-	18.31
Cromwell - If already rated as serviceable	-	6.91
Clyde - If already rated as serviceable	-	5.99
Naseby - If already rated as serviceable	-	19.57
Omakau - If already rated as serviceable	-	27.77
Pisa - If already rated as serviceable	-	13.68
Ranfurlly - If already rated as serviceable	-	25.61
Roxburgh - If already rated as serviceable	-	32.51
Alexandra - If not rated as serviceable before	-	36.63
Cromwell - If not rated as serviceable before	-	13.82
Clyde - If not rated as serviceable before	-	11.98
Naseby - If not rated as serviceable before	-	39.14
Omakau - If not rated as serviceable before	-	55.53
Pisa - If not rated as serviceable before	-	27.35
Ranfurlly - If not rated as serviceable before	-	51.23
Roxburgh - If not rated as serviceable before	-	65.03

### **WASTEWATER – PER MONTH**

Alexandra - If already rated as serviceable	-	26.15
Cromwell - If already rated as serviceable	-	13.77
Omakau - If already rated as serviceable	-	21.31
Naseby - If already rated as serviceable	-	11.83
Ranfurlly - If already rated as serviceable	-	16.75
Roxburgh - If already rated as serviceable	-	25.2

	<b>Includes GST 2014/15</b>	<b>Includes GST 2015/16</b>
Alexandra - If already rated as serviceable	-	<b>52.29</b>
Cromwell - If already rated as serviceable	-	<b>27.54</b>
Omakau - If already rated as serviceable	-	<b>42.62</b>
Naseby - If already rated as serviceable	-	<b>23.66</b>
Ranfurlly - If already rated as serviceable	-	<b>33.5</b>
Roxburgh - If already rated as serviceable	-	<b>50.39</b>
<b>WASTE MANAGEMENT – PER MONTH</b>		
Waste Management Collection	-	<b>18.01</b>



# CHANGE HAPPENS

Change happens - the challenge is to define the change you prefer

## POLICIES

revenue and finance rating  
development and  
financial contributions



# REVENUE AND FINANCING POLICY

## Purpose

This policy sets out the District Council's policies in respect of funding operating and capital expenditure. This policy has been reviewed in line with the Council's Long Term Plan to ensure it is aligned with the LTP and has considered the principles of our Financial Strategy.

Council has reviewed each individual activity with a view to determining an equitable funding policy. In doing so Council considered the nature of the service and the benefits and beneficiaries for each service. Items taken into account during that deliberation were:

- Community outcomes to which an activity contributes
- The distribution of benefits between the community as a whole, identifiable parts of the community and individuals
- The period during which the benefits are expected to occur
- The extent to which actions, or inactions, of individuals or groups contribute to the need to undertake the activity
- Costs and benefits of funding the activity distinctly from other activities

The revenue and financing policy is not just an aggregation of policies for the individual activities Council carries out, but is also a means for Council to consider the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental and cultural well-being of the community.

Council's overall approach is that, where practicable, areas that directly benefit fund the service/activity or bundle of services in that area. It implements this philosophy through the use of distinct ward rating areas.

## Financial Management

The Local Government Act 2002 places specific responsibility on Council to manage its revenue, expenses, assets, liabilities, investments and general financial dealings prudently and in a manner that promotes the current and future interests of the Central Otago District community. In doing so, Council is required to make adequate and effective provision for the expenditure needs of the Council.

## Funding of Operating Expenditure

Council is required to have a balanced budget. It must set each year's projected operating revenues at a level sufficient to meet that year's projected operating expenses. Council may only vary this when it is financially prudent to do so.

Council must also give consideration to the equitable allocation of responsibility for funding the provision and maintenance of assets and facilities throughout their useful life.

Operational expenditure is the cost of providing the level of service in a given year and includes depreciation on assets. Depreciation is defined as the measure of consumption of the economic benefits of an asset arising from its use overtime. Those who benefit from the use of an asset should contribute towards its cost/consumption.

Because of the size of Council's depreciation expenses within a balanced budget, rate funding of depreciation provides resources to pay for the renewal of the asset at the end of its useful life or for related debt repayment.

There are circumstances whereby fully rate funding depreciation may result in some ratepayers bearing a funding burden that is not entirely fair and equitable. This is where funds for capital project replacement are provided from sources outside Council, for example where a community has raised funds for a hall. Council would not rate fund the depreciation on the hall, as any replacement of that facility would be the responsibility of that community.

Council reviews the effects on ratepayers of fully rate funding increased depreciation from the revaluation of assets. Council considers each revaluation and may in fact chose to not fully rate fund an increase or to introduce the increase in funding required over time.

## Overview of Funding Mechanisms used by Council

Council will make use of a mix of revenue sources to meet operating expenses.

The extent to which the provision of a service by the Council is a public or private good will largely determine the extent to which rates, fees and charges become the funding source. The income from fees and charges and subsidies may vary based on economic circumstances.

The mechanisms are outlined below:

### General Rate

General rates are used to fund activities where it is not possible to clearly identify customers or users. The general rate is also used to fund activities where, for reasons of fairness and equity, consideration of the wider community good indicates that this is the most appropriate way to fund an activity.

Differentials detailed in the Schedule of Rates are applied to this rate. Differentials are applied to hydro-electric dams to ensure that their overall rate changes are kept in line with the overall change in total rates for Council. This differential recognizes the disproportionately large capital value of hydro-electric dams in relation to their actual benefit from or burden on Council activity.

### Targeted Rates

Targeted rates are rates that are aimed a specific activity, group of activities, group of ratepayers or combination of the three. Differentials may be set on these rates to reflect a different extent of benefit to each group of ratepayers of the targeted activity.

### Fees and Charges

These are direct charges to individuals or organisations who use certain activities such as pools and building consents. These are published each year in Council's Schedule of Fees and Charges.

## Other Sources of Funding

Other sources of funding received by Council include dividends, interest, proceeds from asset sales and income from external agencies. These are used to support an activity for example, government assistance such as the New Zealand Transport Agency for the roading activity.

The table on following pages outlines the funding mechanisms used for the individual activities. These mechanisms fall under three headings: General rates, Targeted Rates, and fees and subsidies.

## Funding of Capital Expenditure

Council categorises capital expenditure into three main areas being:

- Renewal of existing assets at the end of their useful lives
- Growth related assets
- Expenditure on assets that are an improvement or addition to the asset including expenditure on assets driven by statutory requirement. This expenditure is seen as an increase in the level of service provided and intergenerational by nature.

Council's use of funding mechanisms to fund capital expenditure is as follows:

Council will first apply any relevant subsidies, for example relevant NZ Transport Agency subsidies, and Development Contributions for any growth related assets.

Special Funds are also used for funding new capital and/or renewals. These funds are contributed from a number of sources, for example, historical funds, proceeds from the sale of assets and proceeds from the sale of endowment land.

It is the intention the Council will get to the point where asset renewals are being met from operating rates revenue through depreciation, except for assets where the Council's policy is not to fund depreciation. To ensure the Council achieves value for money, there will be times where we group works in one year, but equalize the rate take over a period of years.

Borrowing will be applied to new capital works subject to the preceding statement on the use of rates. The Council views debt as a smoothing mechanism and a means of achieving equity between time periods. However the Council does not have an unlimited capacity to borrow and the community does not have unlimited capacity to service those loans into the future. Therefore, the Council adopts a prudent approach to debt and its capital programme to ensure that the burden of debt and the interest cost does not place an impossible burden on the community. In doing so the Council is conscious of its use of internal funds as a source of borrowing.

Proceeds from asset sales may be used to fund capital works or repay debt. This method is favoured due to its transparency and the neutral effect it has on rating. Land available for sale in Cromwell is projected to be sold and the monies used to fund the Cromwell Town Centre Upgrade within this plan.

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE						
		GENERAL RATE		TARGETED RATE			FEES & CHARGES	
		LAND VALUE	UAGC	FIXED CHARGE	CAPITAL VALUE	LAND VALUE		OTHER
<p><b>WATER</b></p> 	<p>We supply households and the community with treated water at a suitable pressure and quantity. Water is treated to a required health standard and then pressurised for distribution and public firefighting. All water usage is measured through meters. From July 2012, we introduced volumetric charging across the district (except Roxburgh). Income from volumetric charging reflects the private benefit of water at the connection, but is priced to achieve an overall objective of reducing per connection usage.</p>			Majority fixed charge per connection or serviceable rating unit			Residually funded by Volumetric charge per unit from metered water supply	
		<p>Connected – any rating unit (including vacant sections) that is connected to (lateral/s provided) a Council operated water supply charged at 100%.</p> <p>Serviceable – any rating unit (including vacant sections) that is not connected to (no lateral provided) a council operated water supply but is within 100 metres of a Council operated water supply reticulation system, charged at 50%.</p>						
<p><b>WASTEWATER</b></p> 	<p>Wastewater generated by private and public premises is conveyed and treated to minimise public health risks and impacts on the environment. Where wastes from industrial processes are known to dramatically increase demand for the activity, we capture costs through our Trade Waste Bylaw.</p>			Majority fixed charge per connection or serviceable rating unit				Minority funded by Trade Waste Fees
		<p>Connected – any rating unit (including vacant sections) that is connected to (lateral/s provided) a Council operated wastewater system charged at 100%.</p> <p>Serviceable – any rating unit (including vacant sections) that is not connected to (no lateral provided) a Council operated wastewater system but is within 30 metres of a wastewater drain, charged at 50%. An additional 25% charge for subsequent urinal or water closet for commercial accommodation land uses will apply. Clyde – a targeted rate set as a fixed charge per rating unit will fund the costs arising from wastewater activities in Clyde.</p>						
<p><b>STORMWATER</b></p> 	<p>The stormwater activity provides for the safe removal of excess rainfall that does not naturally permeate into the ground. We have a responsibility to ensure individuals, households and businesses are not adversely impacted by localised flooding. Localised flooding risk is greater in urban areas where development reduces the permeability of the ground. Flood risks from large catchments, like the Clutha and Taieri rivers, are managed separately by the Otago Regional Council (ORC).</p>				Full funding from District-wide rate on Capital Value			
		<p>This is funded by a rate on Capital Value to reflect the fact that all ratepayers derive a benefit from this activity but that the extent of benefit is more urban than rural.</p>						

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE						
		GENERAL RATE		TARGETED RATE				FEES & CHARGES
		LAND VALUE	UAGC	FIXED CHARGE	CAPITAL VALUE	LAND VALUE	OTHER	
<b>TRANSPORTATION</b> 	<p>Subsidised Rooding – A core service for the public providing roads, bridges, roadmarking, signage, lighting, road safety and transport planning. The public benefits from our roading network by enabling economic activity throughout the district. The NZTA subsidises 51% of expenditure. This subsidy is funded through fuel taxes, road user charges, etc. and reflects the private benefit received.</p>	Minority General rate, assessed differentially	Minority Uniform Annual General Charge					Majority Subsidy & Fuel Tax
	<p>Non-Subsidised Transportation - The provision of infrastructure and service such as footpaths, car parks, vehicle crossings, street lighting, access ways and corridor gardens benefits all ratepayers.</p>				Majority district-wide rate set on capital value			Minority Funded by Inspection fees
	<p>This is funded by a rate on Capital Value to reflect the fact that all ratepayers derive a benefit from this activity but that the extent of benefit is more urban than rural.</p>	Council has determined that the impact of hydro-electric dams on activities funded by the General Rate is not accurately represented by the land value of the sites where these dams are located. The differential is calculated each year to ensure the change in rates liability of hydro-electric dams is in line with the change to overall rates.						
<b>Other Infrastructure</b>								
<b>WASTE MINIMISATION</b> 	<p>Waste Minimisation involves the education of the public and the provision, to the public, of services to minimise the impact of solid waste on our environment. The targeted rate has a fixed element per rating unit to fund core activities such as education and monitoring. We use a “polluter pays” approach to fund the kerbside collection service and waste transfer. This is reflected in a targeted rate assessed on the level of service and transfer station fees.</p>			Majority Targeted rate set by District, assessed differentially				Minority Transfer Station Charges
	<p>The targeted rate will be assessed on the basis of where the rateable land is situated. The targeted rate will be assessed on rating units. The targeted rate will be assessed based on the level of service provided, that is with a Council provided collection service or not.</p>							
<b>ELDERLY PERSONS' HOUSING</b> 	<p>We provide housing predominately for the elderly. Council owns flats in Alexandra, Clyde, Cromwell, Ranfurly and Roxburgh. This activity provides direct social and economic benefits to residents within housing. It also provides comfort to the wider community that our elderly residents are being assisted.</p>	Residual General rate set by District						Majority Market Rents

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE						
		GENERAL RATE		TARGETED RATE				FEES & CHARGES
		LAND VALUE	UAGC	FIXED CHARGE	CAPITAL VALUE	LAND VALUE	OTHER	
<b>PUBLIC TOILETS</b> 	Public toilets are provided by Council across the district. They provide social well-being to the public by maintaining health and hygiene. They also provide economic well-being by supporting tourism activity. We feel it is uneconomic and impractical to charge a fee for using public toilets.				Full funding obtained from a targeted rate set by District			
<b>FORESTRY</b> 	We own and manage a number of forestry blocks across the district. These forests are regarded as a financial investment while providing land stabilisation and amenity value for the community for walking and biking. Council seeks to obtain maximum value for timber sold with the aim of recovering costs plus some return on capital invested. Income will be raised on and by sale only.							Sale via tender or quote
<b>DISTRICT / COMMERCIAL PROPERTY</b> 	We own and lease a variety of commercial and farm properties. We also develop land for sale that is not contributing to community outcomes and where it is considered unlikely to do so in the future.					Residual Targeted rate set by ward		Majority Market Rents

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE						FEES & CHARGES
		GENERAL RATE		TARGETED RATE				
		LAND VALUE	UAGC	FIXED CHARGE	CAPITAL VALUE	LAND VALUE	OTHER	
<b>AIRPORTS</b> 	<p>We manage the assets at the aerodromes at Alexandra, Cromwell and Roxburgh. Council believes the aerodromes are assets of importance to all residents of the district due to the potential role they play in emergencies and alternate transport options for tourists and business. The users are generally recreational private pilots and some commercial users for such things as top dressing of farms.</p>	<p>Minority General rate set by District, assessed differentially on hydro-electric dams.</p>						<p>Majority Landing Fees and Rental</p>
<b>Community Service</b>								
<b>PARKS AND RECREATION</b> 	<p>Access to parks, reserves, rivers and recreational facilities are important for individual and public well-being. Maintaining high quality open spaces is what makes our district an attractive place to live, work and play. This includes Clutha River and Lake Dunstan recreation. Private users of sports fields and courts also benefit directly.</p>			<p>Majority Targeted rate set by ward and district assessed differentially</p>				<p>Minority User Charges</p>
		<p>The targeted rate will be assessed on the basis of where the rateable land is situated and by rating unit. Molyneux Park Rate will be assessed across the entire district on the basis of where the rateable land is situated. Maintenance and enforcement costs for tracks and waterways will be assessed across the entire district.</p>						
<b>CEMETERIES</b> 	<p>The provision of cemeteries assists with peace of mind for people, knowing their loved ones will rest in peaceful, well-kept environments. We have a responsibility to the public, and under the law, for the maintenance of burial records, maintenance of cemetery grounds, burial of human remains, interment of human ashes and protection of the district's heritage.</p>			<p>Residual Targeted rate set by ward</p>				<p>Majority Fees</p>
		<p>The targeted rate will be assessed on the basis of where the rateable land is situated and assessed by rating unit.</p>						
<b>COMMUNITY FACILITIES</b> 	<p>Our community facilities and buildings provide places for social, sporting and cultural interaction. They provide both private and public well-being to users within the respective ward, unless regarded as a district facility.</p>			<p>Majority Targeted rate set by ward</p>				<p>Minority User Charges</p>
		<p>The targeted rate will be assessed on the basis of where the rateable land is situated and assessed by rating unit.</p>						

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES & CHARGES	
		GENERAL RATE		TARGETED RATE				
		LAND VALUE	UAGC	FIXED CHARGE	CAPITAL VALUE	LAND VALUE		OTHER
<p><b>LIBRARIES</b></p> 	<p>Our libraries promote literacy, education and the exchange of information and ideas. We run libraries in Alexandra, Clyde, Cromwell and Roxburgh and share resources of those based in the Queenstown Lakes District. We also have a partnership with schools in Millers Flat, Omakau and Maniototo. We recognise the private benefits of literacy and education but feel there should be equal access to all users, especially children and low income households who could not afford this service if it was funded completely by user fees.</p>			Majority Targeted rate set by District,				Minority Fees, Fines and Charges
The targeted rate will be assessed by rating unit.								
<p><b>SWIMMING POOLS</b></p> 	<p>Swimming pools contribute to the health and well-being of the community and add to the attractiveness of the area. They provide a place for people to be active and to learn to swim, particularly for our young people, which we have recognised as being increasingly important when so much of our district is surrounded by water. We also acknowledge that making charges too high would decrease usage.</p>			Majority Targeted rate set by ward.				Minority User Charges
The targeted rate will be assessed on the basis of where the rateable land is situated and assessed by rating unit.								
<b>District Development</b>								
<p><b>BUSINESS DEVELOPMENT</b></p> 	<p>We directly facilitate economic opportunity with the provision of a business development programme, a regional tourism organisation, community planning, visitor centres, managing the regional brand and a modest promotional grants fund. There is direct benefit in district promotion to all in the form of increased economic activity, but particularly to tourism operators.</p>				Full funding obtained from a targeted rate set by District			
This is funded by a rate on Capital Value to reflect the fact that all ratepayers derive a benefit from this activity but that the extent of benefit is more urban than rural.								

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES & CHARGES
		GENERAL RATE		TARGETED RATE			
		LAND VALUE	UAGC	FIXED CHARGE	CAPITAL VALUE	LAND VALUE	
<p><b>TOURISM</b></p> 	<p>We directly facilitate economic opportunity with the provision of a business development programme, a regional tourism organisation, community planning, visitor centres, managing the regional brand and a modest promotional grants fund. There is direct benefit in district promotion to all in the form of increased economic activity, but particularly to tourism operators.</p>				Majority Targeted rate set by District assessed differentially		Minority User Charges
Differentials assessed on land use: Residential 1.00, Rural 0.77, Commercial/Industrial 5.36, Dams & Utilities 0.69							
<p><b>VISITOR INFORMATION CENTRES</b></p> 					Majority Targeted rate set by District assessed differentially		Minority User Charges
Differentials assessed on land use: Residential 1.00, Rural 0.77, Commercial/Industrial 5.36, Dams & Utilities 0.69							
<p><b>COMMUNITY PLANNING</b></p> 		Full funding from UAGC					
<p><b>CENTRAL OTAGO BRAND</b></p> 		Full funding by General Rate. Differential on hydro-electric dams					
General rates differential assessed on hydro-electric dams to keep their change in rates in line with the total change in rates.							

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES & CHARGES
		GENERAL RATE		TARGETED RATE			
		LAND VALUE	UAGC	FIXED CHARGE	CAPITAL VALUE	LAND VALUE	
<p><b>PROMOTIONS AND GRANTS</b></p> 	<p>We directly facilitate economic opportunity with the provision of a business development programme, a regional tourism organisation, community planning, visitor centres, managing the regional brand and a modest promotional grants fund. There is direct benefit in district promotion to all in the form of increased economic activity, but particularly to tourism operators.</p>	<p>Full funding of District Grants by General Rate. Differential on hydro-electric dams</p>			<p>Full funding of Promotion Grants differential targeted rates</p>	<p>Full funding of Community Board Grants by differential targeted rates</p>	
		<p>District grants are funded by General rates with differentials on hydro-electric dams to keep their change in rates in line with the total change in rates.  Promotion differentials assessed on location of the rating unit and land use: Residential 1.00, Rural 0.77, Commercial/Industrial 5.36, Dams &amp; Utilities 0.69  Community Board grant differentials based on the location of the rating unit.</p>					
<b>Planning and Environment</b>							
<p><b>RESOURCE MANAGEMENT</b></p> 	<p>We prepare and manage the District Plan under the Resource Management Act (RMA). The District Plan controls the way we use, develop and subdivide land by identifying what activities can take place, and what landscapes and features should be protected. The activity controls the development of the district and the protection of the natural environment for all. We implement the District Plan by processing resource consent and LIM applications for individuals, companies and groups.</p>				<p>Majority funded from a targeted rate set by District</p>		<p>Resource Consent and Enforcement Fees</p>
		<p>We waive resource consent fees for heritage items, or activities in a heritage precinct which require consent solely because of the rules relating to heritage values.</p>					
<p><b>BUILDING CONTROL</b></p> 	<p>The purpose of building control is to uphold public safety in generally privately owned buildings. We do this by issuing building consents, carrying out building inspections and responding to building related enquiries and complaints. Buildings and their owners directly benefit also through consent that the building is safe and complies with the law.</p>				<p>Residual Targeted rate set by District.</p>		<p>Majority Building Consent Fees</p>

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					
		GENERAL RATE		TARGETED RATE			FEES & CHARGES
		LAND VALUE	UAGC	FIXED CHARGE	CAPITAL VALUE	LAND VALUE	
<b>ENVIRONMENTAL HEALTH</b> 	<p>This activity provides confidence to the public and visitors that our water, food premises, hairdressers, camping grounds and funeral directors are free from harmful contaminants. Premises directly benefit also by receiving certification that they are safe and comply with the law.</p>				Residual Targeted rate set by District.		Majority Enforcement Fees
<b>LIQUOR LICENSING</b> 	<p>We maintain the social well-being of the district by monitoring and controlling the sale of alcohol and the number of gaming machines (pokies) in the district. Premises directly benefit also by receiving licenses to trade and assurance they comply with the law.</p>				Residual Targeted rate set by District.		Majority Enforcement Fees
<b>DOG CONTROL AND REGISTRATION</b> 	<p>We provide the public a healthy and safe environment, free from dangerous and aggressive dogs and to minimise nuisance. Dog owners benefit from legal registrations and impounded dogs being returned. Council feels, on the grounds of fairness and equity, the costs of controlling and registering dogs should be borne by those generating the demand, dog owners.</p>						Full funding from Registrations and Fines
		Working dogs are differentiated at 0.2 of a non-working dog charge.					
<b>RURAL FIRE</b> 	<p>Our dry and fertile environment creates a significant public fire risk, particularly during the heat of summer. Central Otago District has a rural fire authority with jurisdiction over 782,000 hectares of rural land. With such a wide area of fire risk to manage, we regard this activity as wholly of public benefit. Otago Rural Fire Authority will attempt to recover costs where fires are proven to be deliberately or inadvisably lit. We fund this activity to reflect the property and residents we work to protect and we cannot legally charge for fire permits.</p>						Full funding from General rate set by District, Differential in respect to hydro-electric dams.

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES & CHARGES
		GENERAL RATE		TARGETED RATE			
		LAND VALUE	UAGC	FIXED CHARGE	CAPITAL VALUE	LAND VALUE	
<b>EMERGENCY MANAGEMENT</b> 	<p>We have the responsibility to plan and provide for civil defence emergency management within the district.</p> <p>This activity is for the safety of our community, as any part or all of the district may be affected by an emergency event. An emergency may be declared in response to threats to life or property. We fund this activity to reflect the property and residents we work to protect.</p>				Full Targeted rate set by District		
<b>Governance and Corporate Services</b>							
<b>GOVERNANCE</b> 	<p>While the Council and Community Boards provide many different services, it is the governance activity that supports elected members to be effective and responsible decision-makers. Each person has an equal right to partake in the democratic process of Council and so benefit equally. Community Boards represent residents of each ward and are funded as such.</p>		Full funding of Councillors from UAGC	Community Boards Targeted rate set by ward			
The targeted rate will be assessed on the basis of where the rateable land is situated.							
<b>CORPORATE SERVICES</b> 	<p>The corporate services activities provide both direct and indirect support across the organisation that allows Council to function efficiently and effectively. Residents requesting information or staff time is a direct private benefit.</p>						Staff Time Charged User Charges

# Explanation of Notations Made in the Table

1. **Full** means that all, or almost all, of the cost of the activity is funded from that particular source. If the comment is made in the rates column it does not preclude making minor charges for the service but indicates that the charges are a negligible part of the total funding.
2. **Majority** means the majority of the service is funded from this source. When used in the fees and charges column it reflects the view that the services should be recovered from users but that legislation imposes some constraints which may mean that full recovery is not possible.
3. **Minority** means a minority of the service or activity is funded from this source. When used in the fees and charges column it reflects the view that the majority of income should be recovered from ratepayers.
4. **Residual** indicates that a portion of funds comes from this source. It reflects that in some circumstances there are constraints on Council charges, or that the alternative revenue source may include enforcement revenue which is imposed to achieve compliance and may not always cover the costs of enforcement.
5. **Availability** means that the cost of having the service available is met from that funding source. For these services Council believes that charges can be a major barrier to access for some members of the community. Revenue in these services reflects revenue from programmes, hire of the facility and added value services.
6. **Subsidy** means that a portion of the activity is funded from a Government subsidy. In some instances the subsidy makes a relatively minor contribution, but in others, such as roading, the subsidy is a substantial contributor to the cost of the activity. Those subsidies are identified within the individual plan of the activity.
7. **Marginal** reflects that the service has a level of public benefit but also recognises that the level of the service required is influenced by the actions or inactions of others. The revenue reflects a contribution to the cost from those parties.
8. **Market** means that the Council attempts to set its charges at a level that is affordable for the users and competitive with similar services either within the city or outside the city. It is used where market rates are not sufficient to meet the full costs of the service. The balance is funded from rates.
9. **Licence and enforcement fees** can be charged for some services. Licence fees may be set by the Council or by regulation, and may not always cover the full costs of the service. Enforcement fees are charged to achieve compliance and do not necessarily meet the full costs of the enforcement activity.

The Local Government rating Act defines matters that may be used to define categories of ratable land. These are outlined below as per Schedule 2 of the Rating Act. CODC Uses Schedule 2 to define the apportionment of land for ratable purposes, and for the setting of differentials.

## Extract from Local Government (Rating) Act 2002

### Schedule 2 – Matters that may be used to define categories of Rateable Land

1. The use to which the land is put.
2. The activities that are permitted, controlled, or discretionary for the area in which the land is situated, and the rules to which the land is subject under an operative district plan or regional plan under the Resource Management Act 1991.
3. The activities that are proposed to be permitted, controlled, or discretionary activities, and the proposed rules for the area in which the land is situated under a proposed district plan or proposed regional plan under the Resource Management Act 1991, but only if –

- a. no submissions in opposition have been made under clause 6 of the First Schedule of that Act on those proposed activities or rules, and the time for making submissions has expired; or
  - b. all submissions in opposition, and any appeals, have been determined, withdrawn, or dismissed.
4. The area of land within each rating unit.
  5. The provision or availability to the land of a service provided by, or on behalf of, the local authority.
  6. Where the land is situated.
  7. The annual value of the land.
  8. The capital value of the land.
  9. The land value of the land.

## Differential Matters and Categories

### Differentials based on Land Use

The Council proposes to use this matter to differentiate the general rate, tourism rate, promotion rate, wastewater rate (2<sup>nd</sup> and Subsequent WC) and the Alexandra Town Centre 08 loan rate.

The differential categories are:

#### General Rate

The General Rate differentials exist to ensure that the overall increase in rates liability for the Dams remain closely aligned with the average increase in rates.

Large Dams: Clyde Dam – Earnsclough and Roxburgh Dam – Roxburgh.

Small Dams: Paerau Dam – Maniototo and Teviot Dams – Roxburgh.

All other properties.

#### Tourism and Promotion

Residential – all rating units that are primarily used for residential purposes.

Rural – all rating units used primarily for the purpose of agriculture, viticulture, horticulture or silviculture.

Commercial and industrial – all rating units which are primarily used for commercial or industrial purposes, other than hydro-electric dams, and utilities.

Dams and Utilities – distribution networks of utility companies, including Council owned utilities and hydro-electric dams.

#### Alexandra Town Centre 08 Loan

Commercial – all commercial properties within the boundaries of the area defined by the resolution determining the area of benefit.

Residential – all other properties within Alexandra Ward.

Properties which have more than one use (or where there is doubt as to the primary use) will be placed in a category with the highest differential factor. Note that, subject to the rights of objection to the rating information database set out in section 28 of the Local Government (Rating) Act 2002, the Council is the sole determiner of the categories.

## **Differentials based on Location**

### **Molyneux Park Rate**

The Council uses this matter to assess rates for the Molyneux Park Rate.

Vincent - all rating units within the area covered by Vincent Community Board.

District - all other rating units in the district located outside of the area covered by Vincent Community Board.

### **Ward Services Rate, Ward Services Charge, Recreation & Culture Charge and Promotions Rate**

These rates are assessed differentially on the following locations:

Vincent Community Board – the area covered by the Vincent Community Board

Cromwell – the area covered by Cromwell Community board

Teviot Valley – the area covered by the Teviot Valley Community Board

Maniototo – the area covered by the Maniototo Community Board

## **Differentials based on Availability of Service**

### **Water Supply**

The categories for the proposed water supply rates are:

- Connected – any rating unit (including vacant sections) that is connected to (lateral/s provided) a council operated water supply
- Serviceable – any rating unit (including vacant sections) that is not connected to (no lateral provided) a council operated water supply but is within 100 metres of a water supply reticulation system.

### **Wastewater**

The categories for the proposed wastewater rates are:

- Connected – any rating unit (including vacant sections) that is connected to (lateral/s provided) a council operated wastewater system
- Serviceable – any rating unit (including vacant sections) that is not connected to (no lateral provided) a council operated wastewater system but is within 30 metres of a wastewater drain.

### **Waste Management**

The categories for the proposed waste management rates are:

- Waste management with collection – wheelie bins are provided by the Council and a kerb-side collection service is available to the rating unit
- Waste management without collection – no wheelie bins are provided and no weekly collection service is available to the rating unit.

# RATING POLICY

## Schedule of Rates (Funding Impact Statement – Rates)

To enable flexibility between the processes of the Long Term Plan and the Annual Plan, a Schedule of Rates has been created. This is in response to the need to distinguish rating policy from the notification of annual operational rates funding requirements.

The Schedule of Rates will allow Council to respond to these circumstances without the necessity of engaging in the complex process required to amend the Long Term Plan for items of a minor nature and dealt with in other consultative procedures.

Council annually reviews each matter described in the Schedule of Rates. This is to ensure that the information is current and presents a true and correct statement to the ratepayers of Central Otago. This includes the review of definitions of rating categories, rates and charges, and other such information that applies in the ensuing rating year.

### General

**Uneconomic Rates:** Rates levied on any one rating unit of less than \$10 for the year are deemed by the Council to be uneconomic to collect.

**Allocation:** Where a payment made by a ratepayer is less than the amount now payable, the Council will apply the payment firstly to any arrears from previous years, and then proportionately across all current year rates due.

### Due Dates for Payment of Rates

All rates other than metered water charges will be payable in four instalments due on:

- 20 August 2015
- 20 November 2015
- 22 February 2016
- 20 May 2016

### **Charges for Metered Water will be Due On:**

Bannockburn, Ranfurly, Naseby, Omakau and Patearoa:

- 29 October 2015, reading taken in September 2015
- 25 February 2016, reading taken in January 2016
- 30 June 2016, reading taken in May 2016

Cromwell Township and Pisa:

- 26 November 2015, reading taken in October 2015
- 31 March 2016, reading taken in February 2016
- 28 July 2016, reading taken in June 2016

Alexandra:

- 24 September 2015, reading taken in August 2015
- 28 January 2016, reading taken in December 2015
- 26 May 2016, reading taken in April 2016

Clyde and Roxburgh:

- 27 August 2015, reading taken in July 2015
- 24 December 2015, reading taken in November 2015
- 28 April 2016, reading taken in March 2016

### **Penalties**

The Council will apply penalties under section 57 and 58 of the Act on unpaid rates as follows:

A charge of 10% on any amount of any instalment assessed on or after 1 July 2015 and which is unpaid after the due date

A charge of 10% on so much of any rates (including metered water) levied before 1 July 2015 which remain unpaid on 1 October 2015

A further charge of 10% on any rates (including metered water) levied before 1 July 2015 which remain unpaid on 1 April 2016.

### **Payment of Rates**

A discount of 2.5% will be given where payment of the year's rates is made in full on or before the due date for the first instalment of the year.

# Funding Impact Statement –Rates for the Financial Year 1 July 2015 to 30 June 2016

## Rates

All rates and charges referred to in this policy are inclusive of goods and services tax at 15%.

The system of rating for the Central Otago District is the land value system. The general rate is set on this basis. Some rates are levied on capital value, as specified. Unless otherwise specified, references to 'defined areas' mean sub-divisions of wards as described in the Council resolutions which established the differential rating.

It is important to note at various points throughout this document a level of rate or charge is specified. These are indicative figures only included to give an estimate of what rates are likely to be in the financial year. These figures are not final and will be subject to possible change until the rating information database is finalised. Any movements in the rating base, e.g. as a result of subdivision activity will change the figures until the rates are set by the Council.

## Water Rates and Charges

These targeted rates are assessed differentially, per connection to any rating unit (including vacant sections) within the district which is either connected to (lateral provided) at 100% charge, or serviceable, any rating unit (including vacant sections) that is not connected (no lateral provided) to a council operated water supply but is within 100 metres of a water supply reticulation system, at 50% charge. Rating units which are not connected to a scheme, and which are not serviceable will not be liable for this rate. The rates for the respective schemes are shown below:

LOCATION	CONNECTED (LATERAL PROVIDED) \$	SERVICEABLE (NO LATERAL PROVIDED) \$
Alexandra	439.50	219.75
Cromwell	165.81	82.90
Clyde	143.73	71.86
Naseby	469.69	234.84
Omakau	666.37	333.18
Pisa	328.24	164.12
Ranfurly	614.73	307.36
Roxburgh	780.30	390.15

The Council sets a targeted rate for water supply that is based on volume of water supplied to all consumers connected to the Patearoa water schemes. Users connected to the Patearoa rural supply receive a restricted supply of 1 unit per day. Users connected to the Patearoa urban supply are metered and will be charged a unit rate equal to 1/365th of the Patearoa Water supply rate. However they will not be charged for the first 365 units used as this has been included in the targeted rate.

	\$ PER UNIT
Patearoa Water Supply	497.71

The Council sets targeted rates for water charges that are based on volume of water supplied to consumers who will be metered and billed under Section 9.5.3a of the Council Water Supply Bylaw 2008.

LOCATION	VOLUMETRIC CHARGE PER CUBIC METER
Alexandra	0.58
Clyde	0.58
Cromwell	0.58
Pisa Village	0.58
Omakau	0.58
Patearoa	1.36
Naseby	0.86
Ranfurly	0.86
Roxburgh	0.86

### Waste Management and Collection Charges

The Council sets an annual waste collection charge per property as a uniform charge per separately used or inhabited part of a rating unit within the district, based on the level of service provided. Where a Council provided collection service is available the charge is set on the basis of the number of containers of waste that the Council is prepared to collect as part of its normal waste collection service, that is one household rubbish bin, one glass recycling and one mixed recycling bin. Collection of these bins will be fortnightly with household rubbish being collected every fortnight and each recycling bin collected every alternate fortnight. Additional household rubbish bins can be provided to a rating unit and will be subject to an additional annual charge on a per bin basis. The provision of additional bins is at the discretion of the Council.

LOCATION		\$
Waste Management with collection	Per part	291.06
Waste Management no collection	Per part	75.00
Waste Management second and subsequent bin (household rubbish only)	Per bin	216.06

All waste management charges will be applied to the costs of waste collection and its disposal, waste minimisation including monitoring of waste sites.

## Wastewater Charges

The Council sets a targeted rate for wastewater as a uniform charge assessed differentially per connection to any rating unit (including vacant sections) within the district which are connected to (lateral/s provided) a council operated wastewater system at 100% or serviceable, any rating unit (including vacant sections) that is not connected to (no lateral provided) a council operated wastewater scheme, but is within 30 metres of a wastewater drain at 50%. Rating units which are not connected to a scheme, and which are not serviceable will not be liable for this rate. The Council proposes to set a targeted rate as a uniform charge for each additional pan or urinal in excess of one for those rating units providing commercial accommodation. The rates for the respective schemes are shown in the table below:

LOCATION	CONNECTED (LATERAL PROVIDED) \$	SERVICEABLE (NO LATERAL PROVIDED) \$	SECOND & SUBSEQUENT WC ACCOMMODATION \$
Alexandra	627.51	313.75	156.88
Cromwell	330.50	165.25	82.62
Omakau	511.48	255.74	127.87
Naseby	283.87	141.94	70.97
Ranfurly	402.02	201.01	100.51
Roxburgh	604.70	302.35	151.17

The wastewater charges will be applied for operations and maintenance of the individual schemes.

The Council sets a targeted rate for wastewater management as a fixed charge per rating unit and will extend to separately used or inhabited parts of a rating unit within Clyde (identified by Valuation Roll 28461).

	\$
Clyde Wastewater Management	85.01

The wastewater management charges will be applied for ground water monitoring and preliminary costs for a Clyde wastewater scheme.

## Works and Services

The Council sets a targeted rate for each ward for ward services calculated on the basis of land value for each rating unit for non-subsidised roading, housing and property, grants, recreation reserve committees, public toilets (ward funded) and other works.

WARD	CENTS IN \$
Alexandra	0.113
Cromwell	0.087
Former Earnscleugh	0.021
Former Manuherikia	0.009
Maniototo	0.033
Teviot Valley	0.049

A targeted rate based on location for village caretaker (calculated on land value) within Earnsclough and Manuherikia wards for each rating unit within the area of benefit, set as follows:

	<b>CENTS IN \$</b>
Clyde	0.024
Omakau	0.016

The Council sets a targeted rate based on location on those rating units within the defined area for the Alexandra town centre upgrading (calculated on land value of all rateable properties) for servicing the loan raised for the 1991 upgrade works.

	<b>CENTS IN \$</b>
Alexandra Town Centre Upgrading 1991	0.173

The Council sets a targeted rate based on location on those rating units within the defined area for the Alexandra town centre upgrading 2008 set on a differential basis, (calculated on land value of all rateable properties) for servicing the loan raised for the 2008 upgrade works as follows:

	<b>CENTS IN \$</b>
Alexandra Town Centre Upgrade 2008 Commercial Zone	0.061
Alexandra Town Centre Upgrade 2008 Residential Zone	0.002

The Council sets a targeted rate for stormwater in the Alexandra Ward calculated on land value on rating units within the Alexandra Ward. This rate will be set on a differential basis based on area (with the categories being rating units up to 2 hectares in area and rating units greater than 2 hectares). This rate will not be applicable to those rating units which are greater than 2 hectares in area as they are outside the area of benefit.

	<b>CENTS IN \$</b>
Alexandra Stormwater	0.037

The stormwater rate is applied to Alexandra stormwater operations, maintenance and loan charges.

The Council sets targeted rates for ward services within each ward on the basis of a uniform charge for each rating unit and will extend to separately used or inhabited parts of a rating unit. The rates are shown in the table below:

<b>WARD</b>	<b>PER PART \$</b>
Alexandra	38.36
Cromwell	33.78
Earnsclough/Manuherikia	36.23
Maniototo	66.45
Teviot Valley	64.19

Ward services charges are used to fund Community Board elected members costs and other works for each respective ward.

## Recreation and Culture

The Council sets a targeted rate for recreation and culture within each ward. The targeted rates will be based on a uniform charge per rating unit and will extend to separately used or inhabited parts of a rating unit as shown in the table below:

WARD	PER PART \$
Alexandra	177.78
Cromwell	359.13
Earnsclough/Manuherikia	83.22
Maniototo	366.25
Teviot Valley	210.70

Recreation and culture charges fund the operations and maintenance of parks and reserves, swimming pools (other than Vincent), museums, sports club loan assistance, community halls (other than Earnsclough/Manuherikia) and other recreation facilities and amenities.

The Council sets a targeted rate for certain Vincent recreation and culture activities within Vincent Community Board area. This will be on a differential basis based on location (with the categories being "Band 1 - Alexandra Ward", "Band 2 - Alexandra Ward boundary to Chatto Creek 17km" and "Band 3 - Chatto Creek 17km and Beyond"). The targeted rates will be based on a fixed charge per rating unit and will extend to separately used or inhabited parts of a rating unit as shown in the table below:

	PER PART \$
Band 1 - Alexandra Ward	297.70
Band 2 - Alexandra Ward Boundary to Chatto Creek 17km	178.62
Band 3 - Chatto Creek 17km and beyond	29.77

Vincent recreation and culture charges fund the operations and maintenance of Molyneux Aquatic Centre, Clyde Pool, Molyneux Stadium and Molyneux Park.

The Council sets targeted rates based on location for community pools within Earnsclough/Manuherikia ward based on a fixed charge for each rating unit and will extend to separately used or inhabited parts of a rating unit, within Ophir township, as follows:

	PER PART \$
Ophir	11.97

The Council sets a targeted rate for community halls within Earnsclough/Manuherikia ward based on a uniform charge for each rating unit and will extend to each separately used or inhabited part of a rating unit, set as follows:

	PER PART \$
Community Halls	29.81

The Council sets a targeted rate for library services as a uniform charge per rating unit. The targeted rates will be based on a uniform charge for each rating unit and will extend to each separately used or inhabited part of a rating unit, as shown in the table below:

CATEGORY	PER PART \$
District Library	114.31

Library charges are applied to operations and maintenance of libraries.

The Council sets a targeted rate for Clutha Management as a uniform charge per rating unit, on a differential basis based on location, within Alexandra, Cromwell, Earnsclough/Manuherikia and Teviot Valley Wards. The targeted rate will be based on a uniform charge for each rating unit and will extend to each separately used or inhabited part of a rating unit, as follows:

	PER PART \$
Clutha Management	22.35

Clutha Management charges are applied to operations and maintenance of facilities associated with Lake Dunstan and the Clutha River.

## Promotion

The Council sets a targeted rate for promotion within each ward. For each ward, other than Maniototo, the rate will be on a differential basis, based on the use to which the rating unit is put (with the categories for Cromwell ward being "Rural", "Urban Commercial and Industrial" and "Urban Residential", the categories for Alexandra ward being "Commercial and Industrial" and "Residential", the categories for Earnsclough/Manuherikia ward being "Clyde Dam", "Commercial and Industrial", "Residential" and "Rural" and the categories for Teviot Valley ward being "Roxburgh Dam", "Teviot Power Scheme", and "Ward except Hydro Dams"). The targeted rates are based on the capital value of all rating units as shown in the table as follows:

	CENTS IN \$
<b>Alexandra Ward</b>	
Commercial and Industrial	0.02612
Residential	0.00156
<b>Earnsclough/Manuherikia Ward</b>	
Commercial and Industrial	0.01236
Clyde Dam	0.00011
Residential	0.00122
Rural	0.00041
<b>Cromwell Ward</b>	
Rural	0.00243
Urban Commercial and Industrial	0.02414
Urban Residential	0.00271
<b>Maniototo Ward</b>	
Maniototo	0.00245
<b>Teviot Valley Ward</b>	
Ward except Hydro Dams	0.00080
Roxburgh Dam	0.00008
Teviot Power Scheme - Roxburgh	0.00086

The rate revenue is used to promote local areas within the District.

### Loan Rates

The Council sets targeted rates to service loans on each unit within the historical area benefiting from the works relating to each loan on all properties which have not elected to pay a lump sum contribution. The targeted rates will be based on the land value of all rating units as shown in the table below:

	CENTS IN \$
Roxburgh Water Supply	0.024

The loan rates and charges are levied to fund the debt servicing cost of capital work as defined.

### Planning and Environment

The Council sets a planning and environment rate on a differential basis based on use (with the differential categories being "Large Dams" and "All areas excluding Large Dams") on all rating units. The rate will be charged on the capital value of all rating units in the District according to the table below:

	CENTS IN \$
All areas excluding Large Dams	0.01817
Large Dams	0.03653

Planning and Environment rates are used to fund functions including Resource Management, Environmental Health and Building, Civil Defence and Rural Fire.

### Economic Development

The Council sets an economic development rate on a differential basis based on use (with the differential categories being "Large Dams" and "All areas excluding Large Dams") on all rating units. The rate will be charged on the capital value of all rating units in the District according to the table below:

	CENTS IN \$
All areas excluding Large Dams	0.01236
Large Dams	0.02485

### Projects with Third Parties

Council may set a targeted rate, if necessary, on rating units that benefit directly from loans and/or guarantees made to or in respect of third parties in which the owners of those rating units have an interest. The way in which the rate will be levied and the amount will be set on a case by case basis with a view to achieving full recovery of Council's financial input. Before entering into any loan or guarantee, Council may require owners of affected rating units to accept a contingent liability being the levy by the Council of a targeted rate, which liability would run with ownership of the rating unit.

### Tourism

The Council sets a tourism rate on a differential basis based on use (with the differential categories being "Residential", "Rural", "Commercial and Industrial", "Large Dams", "Small Dams", "Utilities", "Commercial Accommodation" and "Sport and Recreation") on all rating units. The rate will be charged on the capital value of all rating units in the District except "Sport and Recreation" in accordance with the table below:

	CENTS IN \$
Residential	0.01380
Rural	0.01061
Commercial and Industrial	0.07365
Accommodation	0.08384
Large Dams	0.02006
Small Dams	0.06188
Utilities	0.00962

The tourism rate will be used to fund visitor information centres and tourism development within the district.

## General Rate

The Council sets a general rate on a differential basis based on use (with the differential categories being "Large Dams", "Paerau Dam - Maniototo", "Teviot Power Scheme - Roxburgh" and "All areas excluding Large Dams, Paerau Dam - Maniototo, Teviot Dam - Roxburgh") on all rating units. The rate will be charged on the land value of all rating units in the District according to the table below:

	CENTS IN \$
All areas excluding Large Dams, Paerau Dam - Maniototo, and Teviot Dam - Roxburgh	0.107
Large Dams	7.119
Paerau Dam - Maniototo	6.093
Teviot Power Scheme - Roxburgh	11.638

Note: The roading content of the all areas general rate equates to a rate of 0.09 cents in the dollar.

General rates are used to fund the costs of functions not delegated to a Community Board and not covered by any other rate or charge. Included are housing, district grants, regional identity, roading (other than the uniform charge contribution), noxious plant control, public toilets (district funded), airports and other.

## Uniform Annual General Charge

The Council sets a uniform annual charge on every rating unit.

	PER PROPERTY \$
All areas	127.93

The uniform annual general charge is used to fund democracy, roading (\$60 of the charge), and other amenities controlled by the Council.

# Funding Impact Statement

## Total Rates to be Collected

The revenue and financing mechanisms to be used by the Council, including the amount to be produced by each mechanism, are as follows (all GST inclusive):

REVENUE AND FINANCING MECHANISMS	2015/16 \$000	2014/15 \$000
<b>GENERAL RATES</b>		
General Rate	4050	4204
Uniform Annual General Charge	1597	1545
<b>TARGETED RATES</b>		
Planning & Environment	1423	1481
Economic Development	968	889
Clutha Management	258	261
Tourism	1278	1173
Refuse	2806	2661
District Library	1496	1291
<b>WARD TARGETED RATES</b>		
<b>Vincent Community Board</b>		
Alexandra Promotion	59	57
Alexandra Recreation & Culture	585	581
Alexandra Stormwater	142	115
Alexandra Town Centre Loan 2008	29	29
Alexandra Town Centre Upgrade 1991	24	27
Alexandra Ward Services Charge	126	100
Alexandra Ward Services Rate	548	475
Alexandra Wastewater	1735	1401
Alexandra Water Supply	1284	972
Clyde Maintenance Rate	23	23
Clyde Wastewater	70	27
Clyde Water Supply	123	111
Earnsclough Recreation & Culture	141	134
Earnsclough Ward Services Rate	77	69
Earnsclough/Manuherikia Community Halls	71	83
Earnsclough/Manuherikia Promotion	13	13
Earnsclough/Manuherikia Ward Services Charge	86	81
Manuherikia Ward Services Rate	36	32
Manuherikia Recreation & Culture	57	54
Omakau Village Caretaker Rate	2	2
Omakau Wastewater	86	86
Omakau Water Supply	156	194
Vincent Recreation & Culture	1305	1275
Community Pool Ophir	1	1

<b>WARD TARGETED RATES CONTINUED</b>	<b>2015/16 \$000</b>	<b>2014/15 \$000</b>
<b>Cromwell Community Board</b>		
Cromwell Promotion	128	122
Cromwell Recreation and Culture	1691	1633
Cromwell Ward Services Charge	159	159
Cromwell Ward Services Rate	1085	798
Cromwell Wastewater	1164	1195
Cromwell Water Supply	558	600
Pisa Village Water Supply	72	61
<b>Maniototo Community Board</b>		
Maniototo Promotion	23	23
Maniototo Recreation and Culture	560	499
Maniototo Ward Services Charge	102	100
Maniototo Ward Services Rate	218	191
Naseby Wastewater	93	97
Naseby Water Supply	157	201
Patearoa Water Supply	165	151
Ranfurly Wastewater	202	193
Ranfurly Water Supply	325	291
<b>Teviot Valley Community Board</b>		
Teviot Valley Promotion	4	5
Teviot Valley Recreation and Culture	245	266
Teviot Valley Ward Services Charge	75	70
Teviot Valley Ward Services Rate	160	153
Roxburgh Wastewater	285	252
Roxburgh Water Supply	403	403
Roxburgh Water Supply Loan	1	1

Note: These figures are GST inclusive whereas the Activity Funding Impact Statements are GST exclusive. These rates to be collected do not include volumetric water charges.

# Rating Examples

	Land Value	Capital Value	2014/15 Rates	2015/16 Rates	Change \$
Alexandra Commercial	106,000	395,000	4,849.25	5,278.20	428.95
Alexandra Hotel	420,000	2,030,000	6,494.90	7,034.40	539.50
Alexandra Lifestyle Block	305,000	580,000	1,720.90	1,778.20	57.30
Alexandra Major Motel	540,000	2,920,000	14,527.80	16,714.69	2,186.89
Alexandra Motel	170,000	450,000	3,526.40	3,993.41	467.01
Alexandra Residential	125,000	260,000	2,298.45	2,579.57	281.12
Bannockburn Vineyard	1,040,000	2,420,000	3,609.00	3,804.49	195.49
Clyde Commercial	200,000	590,000	2,177.10	2,307.70	130.60
Clyde Motel	230,000	580,000	2,287.90	2,412.97	125.07
Clyde Residence	96,000	275,000	1,296.75	1,383.46	86.71
Cromwell Orchard	620,000	840,000	2,366.15	2,467.09	100.94
Cromwell Commercial	255,000	540,000	2,586.00	2,632.50	46.50
Cromwell Farm	3,160,000	3,720,000	7,941.00	8,483.70	542.70
Cromwell Large Farm	5,450,000	7,040,000	12,724.70	13,640.32	915.62
Cromwell Lifestyle Block	275,000	800,000	1,551.50	1,614.56	63.06
Cromwell Major Hotel	1,550,000	6,175,000	19,773.45	20,130.85	357.40
Cromwell Motel	680,000	1,680,000	7,051.80	7,176.15	124.35
Cromwell Residence	155,000	325,000	1,884.20	1,898.45	14.25
Cromwell Storage	880,000	3,300,000	7,146.85	7,386.63	239.78
Earnsclough Lifestyle Block	190,000	480,000	1,099.05	1,110.12	11.07
Earnsclough Orchard	280,000	660,000	1,291.65	1,300.11	8.46
Maniototo Farm	1,040,000	1,420,000	2,742.55	2,824.91	82.36
Maniototo Large Farm	6,775,000	7,800,000	13,633.45	13,634.96	1.51
Maniototo Lifestyle Block	103,000	241,000	904.30	999.19	94.89
Maniototo Rural - Hotel	65,000	775,000	1,539.25	1,682.34	143.09
Manuherikia Farm	1,440,000	1,700,000	2,944.95	2,895.37	(49.58)
Manuherikia Large Farm	4,480,000	5,575,000	8,212.05	8,031.84	(180.21)
Manuherikia Lifestyle Block	120,000	240,000	749.10	757.53	8.43
Naseby Residence	76,000	235,000	1,977.05	1,935.90	(41.15)
Omakau Residence	45,000	240,000	2,218.80	2,081.25	(137.55)
Patearoa Residence	44,000	170,000	1,256.35	1,388.78	132.43
Ranfurly - Hotel	72,000	295,000	2,702.35	2,930.72	228.37
Ranfurly Commercial Property	20,000	170,000	1,999.10	2,192.03	192.93
Ranfurly Residence	41,000	195,000	1,943.60	2,131.37	187.77
Roxburgh - Commercial	58,000	200,000	2,452.05	2,529.90	77.85
Roxburgh - Hotel	63,000	300,000	2,562.85	2,643.88	81.03
Roxburgh Orchard	110,000	230,000	1,878.20	1,878.90	0.70
Roxburgh Farm	1,000,000	1,580,000	2,872.45	2,837.14	(35.31)
Roxburgh Large Farm	7,750,000	9,000,000	16,747.30	16,479.08	(268.22)
Roxburgh Residence	43,000	185,000	2,292.75	2,366.11	73.36
Roxburgh Rural Industry	135,000	1,460,000	2,524.60	2,573.85	49.25

# Operational Rating Principles

## Payment Options

Rates may be paid by:

- cash
- cheque
- eftpos (excluding from a credit card account)

during the hours of 8.30am to 5pm, Monday to Friday at any of the following:

- Council Offices, William Fraser Building, Dunorling Street, Alexandra
- Cromwell Service Centre, 42 The Mall, Cromwell
- Maniototo Service Centre, 15 Pery Street, Ranfurly
- Roxburgh Service Centre, 120 Scotland Street, Roxburgh (9am to 4.30pm)

Rates may be paid by:

- direct debit (Council's preferred method of payment)
- automatic payment (please contact our Alexandra office to discuss an appropriate payment plan)
- internet transfer or telephone initiated direct credit

or by prior arrangement with the Rates Department on (03) 440 0617.

Rates may be paid by credit card on the Internet via [www.codc.govt.nz](http://www.codc.govt.nz). There will be a service charge payable direct to Council's bankers by ratepayers who use this option.

## Due Dates for Payment of Rates

Rates will be payable in four instalments, with due dates as follows:

INSTALLMENT	DUE DATE
1	Mid-August
2	Mid-November
3	Mid-February
4	Mid-May

The actual instalment dates will be notified annually in the Rates Assessment.

## Early Payment of Rates

Early payment of all rates assessed in the current financial year may be made at any time.

A discount of 2.5% will be given if payment is made in full on or before the due date for the first instalment of the year.

## Penalties on Rates

Penalties for unpaid rates will be applied as follows:

- 10% on any outstanding amount of any instalment not paid by the due date
- 10% on amounts outstanding from earlier years, such penalty being applied on 1 October and 1 April

Requests for waiver of penalties should be sent, in writing, to the Rates Officer.

Requests for waiver of penalties on water accounts should be sent, in writing, to the Water Billing Officer.

## Inspection of and Objection to Rating Information and Records

The Complete Rating Information Database (CRID) and related rates records are available for inspection between 8.30am to 4.30pm, Monday to Friday, at any of the following:

- Council Offices, William Fraser Building, Dunorling Street, Alexandra
- Cromwell Service Centre, 42 The Mall, Cromwell
- Maniototo Service Centre, 15 Pery Street, Ranfurly
- Roxburgh Service Centre, 120 Scotland Street, Roxburgh (9am to 4pm)

Any interested person may inspect the CRID. Inspection is free but there may be a fee payable for the supply of particulars from the CRID.

The following persons may inspect the rates records for a rating unit:

- the ratepayer
- anyone authorised, in writing, by the ratepayer to do so
- any person who has become liable to pay the rates under the recovery provisions of the Local Government (Rating) Act 2002
- a solicitor, landbroker or real estate agent
- any member of the public with respect to rates assessed, but not including arrears, remissions or postponed rates

Any ratepayer named in the Rating Information Database (RID) can object to the information in the RID on the following grounds:

- rating unit listed in the district valuation roll (DVR) has been omitted from the RID
- information from the DVR has been omitted or incorrectly entered in the RID
- information entered in the RID (other than information from the DVR) is incorrect
- a lawful amendment to the DVR has not been entered in the RID

Objections to the rates records of a rating unit may only be made by:

- the ratepayer, or
- someone who has become liable to pay the rates on the unit under the recovery provisions

Objections to rates records may only be made on the following grounds:

- the rates have been incorrectly calculated, or
- the balance shown as owing on the rating unit is incorrect

The Council will notify objectors in writing of its decision regarding an objection.

## Delegations

Section 132 of the Local Government (Rating) Act 2002 allows Council to delegate the exercise of functions, powers or duties conferred by the Act to any specific officer of the Council. It cannot delegate:

- the power to delegate, or
- any of the powers to set and assess rates or replacement rates

Council has put in place the following delegations:

1. The decision whether disclosure of a name is necessary to identify a rating unit (s28 (2) of the Act) – to the CEO and Corporate Services Manager, acting singly.
2. Authority to determine the fee payable for supplying a copy of the Rates Information Database (RID) (Section 28 (3) of the Act) – to the Corporate Services Manager.
3. Authority to determine objections to the RID – to the CEO, Corporate Services Manager and Revenue and Financing Manager, any two acting jointly.
4. Authority to remove names from the RID (Section 35 (b) of the Act) – to the Corporate Services Manager, Revenue and Financing Manager, and Rates Officer acting singly.
5. Authority to determine objections to rates records (Section 39 of the Act) – to the CEO, Corporate Services Manager and Revenue and Financing Manager, any two acting jointly.
6. Authority to correct errors in RIDs and Rate Records (Section 40 of the Act) – to the Corporate Services Manager, Revenue and Financing Manager and Rates Officer, acting singly.
7. Authority to fix the interest rate to be charged on reassessed rates (Section 41 (3) of the Act) – to the Corporate Services Manager.
8. Authority to issue invoices based on previous year's rates (Section 50 of the Act) – to the Corporate Services Manager and Revenue and Financing Manager, acting singly.
9. Determine agreeable method of rates payments (Section 52 (2) of the Act) – to the Corporate Services Manager.
10. Authority to recover unpaid rates from owner (Section 61 (1) of the Act) – to the Corporate Services Manager, Revenue and Financing Manager and Rates Officer, any two acting jointly.
11. Authority to recover unpaid rates from persons other than owners (Section 62 of the Act) – to the Corporate Services Manager, Revenue and Financing Manager and Rates Officer, acting singly.
12. Authority to commence proceedings for unpaid rates (Section 63 of the Act) – to the CEO and Corporate Services Manager, acting jointly.
13. Commencement of rating sale or lease provisions (Section 67 of the Act) – to the CEO and Corporate Services Manager, acting jointly.
14. Authority to sell by private treaty (Section 72 of the Act) – to the CEO and Corporate Services Manager, acting jointly.
15. Authority to sell abandoned land (Section 77 to 83 of the Act) – to the Corporate Services Manager and Property Officer, acting singly.
16. Authority to administer remission and postponement policies (Sections 85/87 of the Act) – to the Corporate Services Manager.
17. Authority to impose penalties on unpaid rates (Section 57 and 58 of the Act) - to the Corporate Services Manager.
18. Authority to remit rates penalties as applied in accordance with section 57 and 58 of the Act to the Corporate Services Manager, Revenue and Financing Manager or Rates Officer acting singly.

19. Authority to remit water rates penalties as applied in accordance with section 57 and 58 of the Act to the Corporate Services Manager, Revenue and Financing Manager, Rates Officer or Water Billing Officer, acting singly.

## Operational Rating Policies

### Maori Freehold Land

Central Otago District Council has no Maori freehold land and therefore has no policy relating to rates relief thereon.

### Postponement of Rates

The objective of the Council's policy on postponement of rates is to assist ratepayers experiencing extreme financial circumstances which affect their ability to pay rates.

Only rating units used solely for residential purposes (as defined by the Council) will be eligible for consideration for rates postponement for extreme financial circumstances.

Only the ratepayer, or his/her authorised agent, may make application for rates postponement. Such application must be in writing.

The ratepayer must have owned the rating unit for at least five years.

When considering whether extreme financial circumstances exist, all of the ratepayer's circumstances will be relevant, including:

- age
- physical and/or mental disability
- injury or illness
- family circumstances
- eligibility for DIA Rate Rebate

Additionally, Council must be satisfied that the ratepayer is unlikely to have sufficient funds left over, after the payment of rates, for:

- normal health care
- proper provision for maintenance of his/her home and chattels at an adequate standard
- normal day to day living expenses

Any postponed rates will be postponed until:

- the death of the ratepayer; or
- the sale of the rating unit

Postponed rates will be registered as a statutory land charge on the rating unit title. This means that the Council will have first call on the proceeds of any revenue from the sale or lease of the rating unit.

Postponement of rates will apply from the beginning of the rating year in which the application is made.

Postponed rates will incur a postponement fee, equivalent to interest calculated on the total amount postponed at 30 June each year, plus an administrative charge. The interest will be calculated at Council's internal investment rate, as used for internal loans.

## **Remission of Rates**

The general objectives of the Council's policy on remission of rates are to:

- mitigate the effects of anomalies and inequities in its rating system, i.e. fairness and equity, i.e. economic well-being
- assist new and existing businesses to increase their contribution to district employment, i.e. social and economic well-being
- assist conservation of natural, historic and cultural resources, i.e. environmental and cultural well-being

Specific objectives are set out in each element of the policy.

## **Remission of Penalties**

The objective is to enable Council to act fairly and reasonably in its consideration of rates which have not been received by the due date due to circumstances outside a ratepayer's control.

A good payment history will be taken into account when considering any remission of penalty.

Remission of penalty will be considered in the case of death, illness or accident of a close family member (as defined by Council) as at the due date.

Remission of penalty will be considered when a payment plan for arrears is agreed and operational.

Remission of penalty will be considered where it facilitates the future payment of rates by direct debit within a specified timeframe.

Remission of penalty will be considered where remission will facilitate the collection of overdue rates and results in full payment of arrears and saving on debt recovery costs.

Remission of penalty will be considered if the ratepayer is able to provide evidence that payment has gone astray in the post or by failure to act by a bank in the case of direct debits or credits.

Remission of penalty will be considered where the penalty has been incurred during the processing of settlements following changes in ownership of rating units.

Application for remission of penalty must be in writing to the Rates Officer, or in the case of volumetric water charges, the Water Billing Officer.

## **Remission of Uniform Annual Charges and Fixed Charge Targeted Rates on Rural Rating Units**

The objective is to prevent a ratepayer paying several uniform annual charges and fixed charge targeted rates on rural land where land is contiguous, farmed as a single entity but is owned by more than one family member, including a family trust (but excluding a limited liability company)

Application for remission of uniform annual charges must be in writing to the Council. It will not be necessary to reapply each year unless circumstances change.

Remission will include any targeted rate set on the basis of a fixed dollar charge per rating unit, as well as any uniform annual charges, with the exception of water and waste water.

The ratepayer will remain liable for at least one set of each charge.

Remission of uniform annual charges and fixed charge targeted rates, where granted, will take effect from the commencement of the next rating year.

Remissions will not be granted where the Council views the contiguous properties as held for investment purposes; for example, where a new deposited plan has been approved. [Refer also to the Council's policy on remission for development land.]

Where a remission of uniform annual charges and fixed charge targeted rates has been granted to a rating unit, and that remission ceases to be applicable through change in ownership or usage, the rating unit will be charged a proportion of the targeted rates and uniform annual charges applicable for the remainder of the year, commencing from the beginning of the next rating instalment period.

### **Remission for Extreme Financial Hardship**

The objective is to assist ratepayers who experience temporary extreme financial circumstances which affect their ability to pay rates.

Application must be in writing, on the prescribed form (available at Council offices). This is to enable Council to verify that extreme financial circumstances exist.

If the ratepayer would not qualify for the DIA rates rebate, Council may remit some or all of the rates due, based on its assessment of the situation.

### **Remission for Anomalous and/or Iniquitous Rates Increases**

The objective is to allow Council to mitigate the effects of:

- changes in funding policies
- changes arising from general revaluation of the district's rating units
- changes in legislation
- changes arising from unforeseen and/or unusual circumstances

Council will each year receive a report, as part of its Annual Plan process, detailing properties which, unless remissions were granted, would suffer an anomalous or iniquitous rates increase in the year to which the Annual Plan relates.

Council may remit such part of the potential increase as it sees fit, subject to such remission not being so great that the rating unit pays a lesser increase than the average for the ward or district.

Ratepayers eligible for such remission will be notified in writing before the first instalment falls due. However, ratepayers not so notified may make application in writing for such remission.

### **Remission of Rates on Rural Land (with a Capital Value less than \$1,000)**

The objective is to recognise that undeveloped rural land with a capital value below \$1,000 should only pay minimum rates.

To qualify, ratepayers must hold other land in the district on which full rates are payable.

The minimum rate may vary, but is currently deemed to be \$10.

Ratepayers eligible for such remission will be notified in writing before the first instalment falls due.

## **Remission of Rates on Land Protected for Natural, Historic or Cultural Conservation Purposes**

The objective is to preserve and promote natural resources and heritage by encouraging the protection of land held for natural, historical or cultural purposes.

Ratepayers who own rating units that have some feature of cultural, natural or historical heritage that is voluntarily protected may qualify for remission of rates under this policy.

Applications must be made in writing and be supported by documented evidence of the protected status of the rating unit, for example a copy of the covenant or other legal mechanism.

In considering any application for remission of rates under this part of the policy, the Council will consider the following criteria:

- The extent to which the preservation of natural, cultural or historic heritage will be promoted by granting remission on rates on the rating unit
- The degree to which features of natural, cultural or historic heritage are present on the land
- The degree to which features of natural, cultural or historic heritage inhibit the economic use of the land
- The use of the property

In granting remissions under this policy, the Council may specify certain conditions before remission will be granted. Applicants will be required to agree in writing to these conditions and to pay any remitted rates if the conditions are violated.

Council reserves discretion in the awarding of all remissions, with the value and duration being relative to scale of the maintenance or restoration project.

Ratepayers are only eligible to apply for this remission if they voluntarily protect any features of cultural, natural or historic heritage.

Land that is non-rateable under section 8 of the Local Government (Rating) Act 2002 and is liable only for rates for water supply, sewage disposal or refuse collection will not qualify for remission under this part of the policy.

## **Remission of Rates for Heritage Buildings**

The objective is to provide for the preservation of Central Otago's heritage by encouraging the maintenance and restoration of historic buildings. Provision of a rates remission recognises that there are private costs incurred for public benefit.

Ratepayers who have buildings with a heritage classification may apply for a rates remission providing the following conditions are met:

- Buildings date pre-1900 or are listed on the Central Otago District Plan Schedule 19.4: Register of Heritage Buildings, Places, Sites and Heritage Objects and Notable Trees
- The property must not be owned by the Council or the Crown, or their agencies
- Building owners will need to make a commitment to the ongoing maintenance of their building; or
- Provide details of the restoration project

In granting remissions under this policy, the Council may specify certain conditions before remission will be granted. Applicants will be required to agree in writing to these conditions and to pay any remitted rates if the conditions are violated.

Council reserves discretion in the awarding of all remissions, with the value and duration being relative to scale of the maintenance or restoration project.

Water, wastewater and refuse charges will be excluded and not subject to remission under this policy.

## Remissions for Community, Sporting and Other Organisations

The objective is to facilitate the ongoing provision of non-commercial community services and non-commercial recreational opportunities.

The purpose of granting rates remission to an organisation is to:

- Recognise the public good contribution to community well-being made by such organisations
- Assist the organisation's survival
- Make membership of the organisation more accessible to the general public, particularly disadvantaged groups including children, youth, young families, aged people and economically disadvantaged people

Council supports applications for financial assistance by any organisation not conducted for private profit. The principal object of the organisation should be to promote the development of Central Otago and provide for at least one of the following: the public, recreation, health, enjoyment, instruction, sport or any form of culture, or for the improving or developing of amenities, where the provisions of any one of these areas is to the benefit of the area.

An organisation making an application should include the following information in support of its application:

- Evidence that other areas of assistance have been investigated if available
- That there is a need for assistance
- That there has been a reasonable effort made to meet the need by the organisation itself
- The organisation's most recent financial accounts

Each application will be considered by Council in its merits, and provision of a remission in any year does not set a precedent for similar remissions in any future year.

Remissions to any qualifying organisation shall be on a case by case basis of reduction in rates and charges, except that no remission will be granted on targeted rates/charges for water supply, sewage disposal or refuse collection, or areas used for bars.

## Remission for Crown Land used for Private or Commercial Purposes

The objective is to ensure lessees using Crown land for private or commercial use do not pay unreasonable levels of rates. Such land is subject to the remissions supporting contiguous land.

Part 1 of Schedule 1 of the Local Government (Rating) Act 2002 states that Crown land is non-rateable, but excludes land used primarily or exclusively for private or commercial purposes under a lease, licence or other agreement.

Applications for remission under this part of the policy must be in writing to the Rates Officer. Applications should give evidence as to why it is unreasonable for the ratepayer to be assessed for rates on the land.

## Remission for Land Affected by Natural Disasters

The objective is to provide relief to ratepayers whose land or property has been seriously adversely affected by a natural disaster. A natural disaster is considered as including, but not necessarily limited to, flooding, earthquake damage, wildfire or storm.

Applications for remission under this part of the policy must be in writing to the Council. Applications should give evidence as to why the ratepayer's enjoyment of the land or property has been seriously adversely affected by the natural disaster.

This part of the policy will only be relevant if the natural disaster had a widespread effect in the district.

## Remission for Development Land

The objective is to ensure that unsold development land which is in one parcel, but has separate valuation assessment numbers, does not pay more than one set of uniform annual charges and fixed charge targeted rates, excluding volumetric water charges.

Council reserves discretion to consider other requests for remission for Development Land, which vary from that outlined above.

Applications under this part of the policy must be in writing to the Council.

Any remission granted shall be for four years.

For each development (defined as one deposited plan):

- in years 1 and 2 the ratepayer shall pay uniform annual charges and fixed charge targeted rates on one allotment and receive 100% remission on second and subsequent allotments
- in years 3 and 4 the ratepayer shall pay uniform annual charges and fixed charge targeted rates on one allotment and receive 50% remission on second and subsequent allotments
- Remission shall cease for any allotment if:
  - any interest in the land is passed by the developer to another party, or
  - an application for a building consent is granted, or
  - the land is developed in some other way

Remission ceases from the end of the quarter in which any of these events occur.

## Remission for Business Development

The objective is to promote employment and economic development within the district by assisting new businesses (i.e. not in competition with existing businesses) and/or the expansion of existing businesses.

This part of the policy applies to:

- commercial and/or industrial development that involves the construction, erection or alteration of any building, fixed plant and machinery, or other works intended to be used for industrial, commercial or administrative purposes. Investment in capital improvements (excluding the cost of the land) must be in excess of \$1,000,000 and significant new employment opportunities created
- residential developments are specifically excluded from consideration for remission under this part of the policy

Applications must be made in writing to the Council and must be supported by:

- a description of the development
- a plan of the development (where possible)
- an estimate of costs
- an estimate of the likely number of new jobs to be created by the development

Any rates remission granted will apply during the course of the development for a period of up to three years.

The amount of remission to be granted will be on a case by case basis, subject to a maximum of 50% of rates assessed.

In granting any remission under this part of the policy the Council may specify certain conditions before the remission will be granted. Applicants will be required to agree in writing to such conditions and to pay any remitted rates if the conditions are violated.

## Remission of Water Rates Attributable to Leakage

### Background

From time to time water consumers experience a loss as a result of leaks or damage to their water supply system. It is the normal practice for the consumer to be responsible for the maintenance of the reticulation from the water meter to the property, and to account for any consumption of water supplied through the meter. This is currently enforced through the Water Supply Bylaw 9.13.5.

Council has taken the view that some consumers may experience an occasional water leak without them being aware of the problem. They have therefore decided that it would be reasonable to allow for a reduction in charges to these consumers in certain circumstances.

This policy statement addresses that decision.

### Objective of the Policy

To standardise procedures to assist ratepayers who have excessive water rates due to a fault (leak) in the internal reticulation serving their rating unit.

Whilst at the same time ensuring that consumers retain responsibility for the maintenance of their private reticulation, as required by the Water Supply Bylaw 9.15.

### Conditions and Criteria

The Council may remit the excess water rates where the application meets the following criteria:

- the policy will apply to applications from ratepayers who have excess water rates due to a fault(s) in the internal reticulation
- that all applicants are requested to submit their application in writing before the due date of an invoice
- that a report from a registered plumber be supplied stating that the property has experienced a water loss as a result of a leak
- that proof of the repairs to the internal reticulation be submitted for verification (i.e. plumber's repair account) within 60 days of the due date of an invoice
- that the ratepayer be charged the full charge for normal consumption
- the maximum relief that will be provided will be 50% of the difference between the normal consumption and the actual water consumption for that period
- any remission under this policy will be limited to one application within any two year period for any particular rating unit
- the Corporate Services Manager be delegated authority to consider applications for remission of excess water rates and, if appropriate, approve or decline them

### Notes:

- "Internal reticulation" refers to the underground and indoor pipe work and specifically excludes irrigation and leaking toilets, taps etc.
- The "normal consumption" will be calculated at Council's discretion from the information available.
- No adjustment shall be backdated beyond the current period invoiced.
- This is a financial remission only based on the volumetric charge.

## General

All applications for remissions will be considered in the first instance by the Corporate Services Manager. In certain cases, particularly requests for remission for:

- business development
- land protected for natural, historic or cultural conservation purposes
- land affected by natural disaster
- heritage buildings
- community sporting and other organisations

The application will be referred to Council for a decision.

All applications considered by Council will be discussed in open session, or the results of its deliberations in closed session will be disclosed in open session at its next meeting.

# DEVELOPMENT AND FINANCIAL CONTRIBUTIONS

## Overview

The overall policy document is split into four parts. This overview briefly outlines what is contained within each part.

Part 1 is CODC's 2015 Policy on Development and Financial Contributions.

Parts 2, 3 and 4, plus appendices A, B & C make up the Detailed Supporting Document. These contain:

Part 2 outlines the calculation methodology used for calculating development contributions.

Part 3 provides the details of specific elements of the development contributions calculation model.

Part 4 provides the background and direction for assessing development contributions for specific developments and subdivisions.

Appendix A: Detailed Disclosure Tables

Schedule B: Water Supply Network Charge Factor Calculation Method

Appendix C: Schedule of Assets for which Development Contributions will be used

The Policy and Detailed Supporting Document is publicly available from CODC upon request. Provisions for both development and financial contributions are discussed as they have different procedural matters relating to them.

# Part 1: Policy on Development and Financial Contributions

## 1.1 Introduction

The Policy has been prepared to meet the disclosure requirements of the Local Government Act (LGA) 2002, This Policy defines what development and financial contributions Council will require when subdivisions and developments increase the demand for Council services. Included are methods for assessing residential and non-residential contributions. The policy defines the value of the contributions required for various catchments or contributing areas.

There are a number of contributions that Council considers appropriate to levy on subdivisions and developments. The principal basis for levying these contributions against subdivisions and development is to ensure that those who create the demand for additional services/assets pay fairly and reasonably for this.

**Financial Contributions** are defined by s108 of the Resource Management Act (RMA) 1991 and collected using the provisions of the District Plan. Contributions are assessed based on the environmental effects of growth. These are defined in Chapter 15 of the Central Otago District Plan.

Financial contributions has the meaning given to it by s109(a) of the Resource Management Act 1991 i.e.

- a. Money; or
- b. Land, including an esplanade reserve or esplanade strip (other than in relation to a subdivision consent), but excluding Maori land within the meaning of the Maori Land Act 1993 unless that Act provides otherwise; or
- c. A combination of money and land.

Financial contributions will continue to be collected under the District Plan Provisions.

**Development Contributions** are contributions defined by the provisions of Part 8 Subpart 5 and Schedule 13 of the LGA 2002. Development contributions are assessed based on the fiscal implications of growth. The terminology used in this Policy is consistent with the definitions in Section 197 of the LGA 2002 where **Community Facilities** means reserves, network infrastructure, or community infrastructure for which development contributions may be required in accordance with section 199.

## 1.2 Activities Covered by this Policy

Council activities included in this policy are:

1. **Network infrastructure** for water supplies, wastewater and roading
2. **Reserves**
3. **Financial contributions** of non-fiscal nature as defined by Chapter 15 (operative) of the Central Otago District Plan and any subsequent variation.

## 1.3 Purpose

Section 197AA of the LGA 2002 defines the purpose of development contributions as:

*The purpose of the development contributions in this Act is to enable territorial authorities to recover from those persons undertaking development a fair, equitable, and proportionate portion of the total cost of capital expenditure necessary to service growth over the long term.*

Council considers the provision of suitable infrastructure as one of its key **strategic** activities that aid in the provision of social, economic, environmental and cultural well-being of the community. Providing infrastructure in anticipation of growth is an obligation of Council. Council will often invest in infrastructure capacity well in advance

of the uptake of that capacity. Therefore recouping the growth component of this investment is an obligation Council has on behalf of the community.

Council also considers it important to ensure that the funding of this infrastructure is fair, reasonable and equitable. The existing community has invested in its needs and enjoys the benefits derived from those assets and services. Council considers it appropriate to use development and financial contributions where new subdivision and development benefit from existing infrastructure, generate need for additional infrastructure and/or require infrastructure extensions.

Section 106(2)(c) of the LGA 2002 requires Council's development contributions policy to explain why the Council has determined that it is appropriate to use development contributions as a funding source, by reference to the matters in section 101(3) of the LGA 2002.

Section 101(3) of the LGA 2002 requires that the following be considered:

The funding needs of the local authority must be met from those sources that the local authority determines to be appropriate, following consideration of:

- a. *in relation to each activity to be funded -*
  - i. *the community outcomes to which the activity primarily contributes; and*
  - ii. *the distribution of benefits between the community as a whole, any identifiable part of the community, and individuals; and*
  - iii. *the period in or over which those benefits are expected to occur; and*
  - iv. *the extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity; and*
  - v. *the costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities; and*
- b. *the overall impact of any allocation of liability for revenue needs on the community.*

For each activity, Council has specifically considered these matters in relation to the Policy on Development and Financial Contributions. The Council considers that development contributions are an appropriate method of funding growth costs. The considerations are documented in Table 1. The activities have been grouped into:

- Water Supply, Wastewater
- Roading

Each of these matters has been considered for each activity however in some cases the reasons given are valid for all activities. Where this is the case Table 1 shows the common reasons applicable to all activities.

**Table 1:- Considerations of Section 101(3) of the LGA 2002**

WATER SUPPLY AND WASTEWATER	ROADING
Water supply and wastewater networks across the district are provided to levels appropriate to sustain the density of use provided for in that locality. The two networks are grouped together as they share similarities in their management and in terms of the effects any extensions have upon them.	The roading network is maintained throughout the district at an appropriate level to ensure accessibility for all possible origins and destinations, and to provide for all possible activities.
<b>S101(3) (a) (i) the community outcomes to which the activity primarily contributes;</b>	
<b>Community Outcomes</b> A Thriving Economy A Safe and Healthy Community - Maintain services in local communities.	<b>Community Outcomes</b> A Thriving Economy A Safe and Healthy Community – Transportation and Communications

WATER SUPPLY AND WASTEWATER		ROADING
<p><b>S101(3) (a) (ii) the distribution of benefits between the community as a whole, any identifiable part of the community, and individuals;</b></p>		
<p><b>Existing Community and Growth Community</b></p> <p>Capital expenditure will provide capacity, and therefore benefit, to the existing community, the growth community, or both these groups. Council intends to pass the cost of growth onto the growth community through development contributions. Improving levels of service, historical catch-up or asset renewal will be funded from other sources of revenue by the existing community.</p> <p>The capital expenditure undergoes a cost driver analysis to define the benefit and the cost attributable to each part of the community using one or many of the following cost drivers:</p> <ul style="list-style-type: none"> <li>• Growth</li> <li>• Renewal</li> <li>• Other (Level of Service, Statutory and Deferral)</li> </ul> <p>The growth costs provide for new or additional assets or assets of increased capacity to meet the demands growth places on community facilities.</p>		
<p><b>Contributing Areas</b></p>		
<p>Council intends to use the scheme boundaries to define the contributing areas for water supply and wastewater contributions. These are:</p>		<p>All developments within the district’s boundaries have the ability to use the roading network therefore all developments shall be assessed for a development contribution.</p> <p>Roading development contributions fund growth related capital expenditure for all components of the transportation network.</p>
<p><b>Water Supply</b></p> <p>Alexandra Cromwell Urban Cromwell Outer Clyde Naseby Omakau/Ophir Ranfurly Roxburgh</p>	<p><b>Wastewater</b></p> <p>Alexandra Cromwell Naseby Omakau Ranfurly Roxburgh</p>	
<p>Only those developments connecting or utilising the water supply and/or wastewater network shall pay a development contribution.</p> <p>Development contributions fund growth related capital expenditure for all components of the utilities network including storage, treatment plants, firefighting, reticulation and pump stations.</p>		
<p><b>S101(3) (a) (iii) the period in or over which those benefits are expected to occur;</b></p>		
<p>The purpose of development contributions is to assist in providing intergenerational equity. The approach determines the capacity of each asset and the amount of capacity that will be utilised by the growth community. The length of time over which the asset created will provide a benefit to the future community has been considered. If this benefit extends beyond the 10-year Long Term Plan planning horizon then the growth costs shall be recovered in this LTP window and the next as the capacity is taken up.</p> <p>Funding the cost of providing increased capacity in community facilities through development contributions, rather than rates serviced debt, promotes equity between the existing community and the growth community. Once a development contribution has been paid in relation to a subdivision or development, the benefits of the asset, service, or environmental enhancement shall occur indefinitely.</p>		
<p><b>S101(3) (a) (iv) the extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity;</b></p>		

WATER SUPPLY AND WASTEWATER	ROADING
<p>Council has projected the extent of growth within the district. Council has also identified capital expenditure necessary to meet the needs of the growth community.</p> <p>The contributing areas discussed above in 101(3) (a) (ii) also ensures the growth costs are attributed to those which contribute to the need to undertake the activity.</p>	
<p><b>Land Use Categories</b></p> <p>Council intend to use land use categories to ensure the growth costs are attributed to identifiable parts of the growth community which contribute to the need to undertake the activity. Growth in each land use category generates a different demand for community facilities and therefore each land use shall pay an appropriate contribution.</p>	
<p>The land use categories used for Water Supply and Wastewater are:</p> <ul style="list-style-type: none"> <li>• Residential</li> <li>• Housing Multi Unit</li> <li>• Retail/ Commercial</li> <li>• Restaurants/ Bars</li> <li>• Accommodation</li> <li>• Industrial</li> </ul>	<p>The land use categories used for Roading are:</p> <ul style="list-style-type: none"> <li>• Residential (includes all residential dwellings and multi units)</li> <li>• Business (includes Retail/ Commercial, Restaurants/ Bars, Accommodation, Industrial)</li> </ul>
<p><b>S101(3) (a) (v) the costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities;</b></p>	
<p>Development contributions received for a specific activity will only be used for, or towards, the capital expenditure of that activity for which the contribution was required. Using development contributions to fund the cost of providing additional community facilities provides greater transparency. The benefits of this approach include intergenerational equity, fairer apportionment of costs and a more targeted, user pays system. These benefits are deemed to exceed the costs of assessing development contributions.</p>	
<p><b>S101(3) (b) the overall impact of any allocation of liability for revenue needs on the community.</b></p>	
<p>The liability for revenue falls directly with the growth community. At the effective date of this Policy, Council considers that any negative impact on the social, economic, environmental and cultural well-being of this particular sector of the community is outweighed by a positive impact on the wider community. At any stage in the future where there maybe impacts of this nature, Council may revisit this policy</p>	

Section 106 of the LGA 2002 identifies that both development and financial contributions can be used. However the Local Authority must clearly demonstrate that no 'double dipping' (charge twice for the same effect/benefit) will occur. This policy clearly defines when a development contribution versus a financial contribution will be required.

## 1.4 Implementation Date

The financial and development contributions identified in this Policy shall be applied to all consents with an application date on or after 1 July 2015.

Any consent applied for prior to 1 July 2015 will be assessed under the provisions of the Policy in place on the date of consent application.

## 1.5 Schedules of Development and Financial Contributions Payable

Council may levy contributions in accordance with Tables 3 and 4 over the duration of the LTP. This policy may be amended under the annual update process as described in the Monitoring, Review and Development/Financial Contributions Policy Update section in the Policy.

The two tables demonstrate the type of contribution sought by geographical area, by asset type and under what legislation these will be collected. Development contributions are detailed in Table 3 and financial contributions are detailed in Table 4. The figures provided in Tables 3 and 4 are GST exclusive.

**Development contributions** for water supply, wastewater and roading have been calculated where growth costs have or are expected to occur. These are detailed in Table 3 below and are calculated in accordance with the conversion factors and assessment rules in the following section.

Council has decided to fund 100% of growth costs from development contributions for all activities, land uses and areas of benefits, with the following exceptions:

**Table 2 : Portion of Growth Costs Funded from Development Contributions**

Area of Benefit	Land Use Category	Funded from:	
		Development Contributions	Rates
<b>Water Supply</b>			
Alexandra	All	75%	25%
Omakau/Ophir	All	75%	25%
Roxburgh	All	50%	50%
<b>Wastewater</b>			
Alexandra	All	75%	25%
Omakau	All	75%	25%
Roxburgh	All	50%	50%
<b>Roading</b>			
All	Business	60%	40%

The figures in the following tables reflect these decisions.

Maps showing the water and wastewater network scheme boundaries can be found in the final section of this policy. Should Council approve a water supply or wastewater connection to a property outside the scheme boundaries, the applicable development contribution shall be required.

**Table 3:- Schedule of Development Contributions (excludes GST)**

Contributing Area	Water Supply (per DE)	Wastewater (per DE)	Roading
Alexandra	\$5,425	\$2,327	Res \$1,577 per DE  Bus \$4,590 per standard business lot
Clyde	\$3,648	n/a	
Cromwell – Urban	\$1,123	\$4,953	
Outer Cromwell - Rural Residential, Residential Resource Areas, Bannockburn, Pisa and Lowburn	\$4,471	See Financial Contributions – Table 4.	
Omakau/Ophir	\$4,471	\$1,532	
Ranfurly	\$1,856	\$549	
Roxburgh	\$1,693	\$1,043	

Contributing Area	Water Supply (per DE)	Wastewater (per DE)	Roading
Naseby	\$2,574	\$1,003	
Patearoa	See Financial Contributions –Table 4.		
Other Urban Areas	Watching brief should growth create demand for additional assets/services.		
Other Rural Areas			

Note 1: Stormwater development contributions will not be charged at present however this is open for review should growth create demand for additional assets/services.

Note 2: Council may consider a single water supply development contribution for Cromwell as part of the 2015/16 LTP or before.

**Table 4: Schedule of Financial Contributions (excludes GST)**

Area	Water Supply	Wastewater	Roading	Reserves
Alexandra Clyde Cromwell – Urban Omakau/Ophir Roxburgh Ranfurly Naseby Other Urban Areas	n/a	n/a	Environmental effects based.	\$1,826
Lowburn and Pisa	n/a	Sewer extension contributions = \$4,065		Maintain existing provisions in the District Plan 1. Land; or 2. Cash in lieu of land; or 3. Both
Bannockburn	n/a	Treatment = \$1,000 Sewer Extension = \$3,000		
Patearoa	Town and Rural Water Supply = \$1,096			
Other Rural Areas	n/a	n/a		\$913

Note 1: Financial Contributions (with the exception of the Patearoa Water Supply and Bannockburn Wastewater Financial Contributions) are inflated annually based on Statistics NZ Construction Index PPIQ.SQNEE0000. They are updated to the December 2014 quarter in the above table.

Note 2: Financial Contributions for Bannockburn Water Supply are now fully subscribed and were removed from the 2009 Policy on Development and Financial Contributions. Alexandra Pines and Reservoir Upgrades are now fully subscribed and were removed from the 2005 Policy on Development and Financial Contributions.

Note 3: General Financial Contribution provisions in the operative District Plan allow for contributions to be sought against various assets and for various environmental effects (no explicit contributions identified). These are detailed in Chapter 15.6 of the District Plan and will be maintained.

## 1.6 Conversion Factors and Assessment Rules

The following table shows the Conversion Factors used to assess non-residential developments or subdivisions. The detail and derivation of these conversion factors can be found in Part 3 and Part 4 of the Detailed Supporting

Document. These apply only to development contributions. The assessment rules below the table must also be considered, specifically for business roading development contributions.

**Table 5: Conversion Factors for Development Contributions**

Land Use Category	Water Supply		Wastewater	Roading
	Working Charge	Network Charge		
Residential	1.0 DE per dwelling		1 DE per dwelling	1 DE per dwelling
Housing Multi Unit	0.38 DE per unit	0.4 DE per lot	0.64 DE per unit	1 DE per unit
Residential Flats of 60m <sup>2</sup> GFA or less	0.5 DE per residential flat		0.5 DE per residential flat	0.5 DE per residential flat
Retail/ Commercial	0.05 DE per peak no. of persons	1.24 DE per lot	0.09 DE per peak no. of persons	Typically 2.91 DE per standard business lot, but subject to assessment rules where applicable.
Restaurants/ Bars	0.05 DE per peak no. of persons	1.24 DE per lot	0.14 DE per peak no. of persons	
Accommodation	0.16 DE per peak no. of persons	1.4 DE per lot	0.27 DE per peak no. of persons	
Industrial	0.08 DE per peak no. of persons	1.24 DE per lot	0.18 DE per peak no. of persons	

For roading contributions the residential land use includes rural and residential lifestyle subdivisions or developments.

## 1.7 Housing Multi-Units

Multi-unit development that comprises the provision of a second one-bedroomed residential unit limited by consent to be for family use, whether attached or unattached to the main residence, shall be exempt from development contributions.

### Assessment Rules

#### Water Supply and Wastewater

Any development that does not connect to Council's water supply or wastewater network will not be levied a development contribution for that activity.

The peak number of persons for each land use category is as follows:

Retail/Commercial	Peak full-time staff equivalents
Restaurants/Bars	Maximum Number of Patrons + Peak full-time staff equivalents
Accommodation	Number of fee paying guests + (Peak full-time staff equivalents / 5)

Industrial 7 for typical industrial development, otherwise consumption determined at the time of site development.

The NCF for water supply will have regard to the underlying zoning (and hence the firefighting standards) of the subject lot, e.g. the NCF for a small accommodation development in a residential zone will be 0.4 per lot.

**Roading**

**Small Business Assessment:** For all small business developments, daily vehicle movements shall be assessed as a percentage of a standard business demand of 90 movements per day. Where the assessed daily vehicle movement is less than 100% of the standard demand, roading development contributions shall be due on a percentage pro-rata basis of the fixed business fee. Developments with less than 10% of the standard business daily vehicle movements shall attract a nil roading development contribution.

For this calculation a broad consideration of traffic movements is required. Specialist traffic assessments are not required except for complex developments, or where the assessments are disputed. The special assessment provision for larger developments is unchanged. For developments of multi units on one site, or units covering multiple lots the above principles shall apply to the development as a whole.

**Special Assessment:** A special assessment tool has been used in conjunction with the previous Policy to assess developments that have a greater than normal impact on the roading network.

Council deems that a development which exceeds three business contributions should be the point where a special assessment is appropriate. This equates to 270 vehicle movements per day.

A summary of the above two assessment rules is shown below for business developments or subdivisions (vpd = vehicles per day).

- 0-9 vpd 0 DE
- 10-89 vpd pro-rate of 90vpd x 2.91 DE
- 90-269 vpd 2.91 DE
- Greater than 270 vpd pro-rate of 90vpd x 2.91 DE

**Rural and Rural Residential Development and Subdivision:** A roading development contribution will be assessed for all developments or subdivisions, including those in rural and rural residential zones.

**Alterations:** Where alterations are made to an existing business building and work exceeds \$500,000, a fixed fee will be charged. Any alterations to an existing business building where work is less than \$500,000 shall be exempt a roading development contribution.

**Traveller Accommodation:** The following table shall be used to determine the proportion of the business roading contribution payable.

**Table 6 : Roading Development Contributions for Traveller Accommodation**

Fee Paying Guests	5 or less	6-7	8-9	10-11	12 or More
Percentage of the Business Roading Contribution Payable	Nil	50%	67%	83%	100%

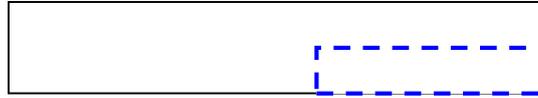
Homestay activities are also exempt roading development contributions.

**Rural Selling Places and Cellar Doors:** These are defined in the District Plan in section 4.7.2 (iii) and (v) respectively. Council considers these activities do not generally create any additional demand as they are places where passers-by make purchases as opposed to being a destination causing additional demand on the roading infrastructure. These activities shall be exempt from roading development contributions.

### Multi Unit / Multi Lot Development Scenarios

Multi unit and multi lot developments caused confusion when assessing roading contributions under the earlier policies. The following section clarifies the charging of development contributions for certain scenarios.

1. Existing Building – Building Modification for Separately Tenanted Space(s).



Solution: At building consent charge a separate business or residential fixed fee roading development contribution for the additional tenanted space.

2. Building to be constructed where it is clear separate tenancies will occur and meet building standards for that purpose.



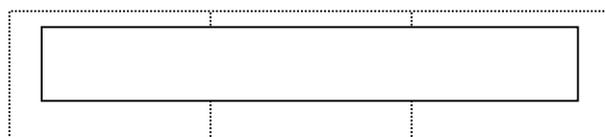
Solution: Each separately tenanted space shall be charged a fixed fee roading development contribution.

3. Building shell to be constructed where it can potentially be modified to have separate tenancies.



Solution: Charge a single fixed fee roading contribution at the time of construction. When building is modified additional contributions should be charged. The owner and not the tenant shall be liable for any future development contributions upon building modification.

4. Development(s) covering multiple lots.



Solution: A fixed fee roading contribution shall be charged for each lot used by the development. For this purpose development includes buildings and ancillaries, e.g. car parking.

## 1.8 Significant Assumptions

### Best Available Knowledge

All information used in the calculation of development contributions is the best available at the time of the calculation models being prepared. Council is proceeding with numerous strategic studies which will aid in delivering improved information. Council will update the Policy at reasonable intervals. Council considers it fiscally prudent to have contributions in place now to ensure the recovery of growth costs. Delays to implement this process are considered unacceptable and would unfairly burden the existing population with these costs.

### Growth Projections

The findings of a district-wide growth projections study completed by Rationale Ltd in July 2008, and updated in March 2011, were used as the basis for forecasting growth. The growth study considers Statistics New Zealand (SNZ) census data and SNZ projections. The study provides growth projections for each Census Area Unit and a more detailed analysis of specific urban areas.

Growth estimates have been prepared for each contributing area using dwelling equivalents. The starting point uses existing connections from the CODC rates database. These are converted to dwelling equivalents for non-residential connections using the differentials described in Part 3 and 4 of the Detailed Supporting Document. The annual growth factors from the above study are applied to forecast the growth in dwelling equivalents.

### Financial Considerations

The following are key financial considerations applied in the model:

1. All figures are in current New Zealand dollars – effective 1 July 2015 and are GST exclusive.
2. Inflation is applied to past capital projects only.
3. Interest costs have been assessed based on the weighted average cost of capital over the 10 year period from 2015. The cumulative net deficit between the contributions anticipated to be collected and the growth costs over the 10-year period are used to determine the proportion of the growth cost that will be funded by debt. An interest rate of 5.0% has been applied.
4. Capital expenditure (CAPEX) projections are those that have been forecast in the Long Term Plan Statement of Proposal effective at 1 July 2015. Actual expenditure for the years to and including 2013/14 has been used. Amendments to the CAPEX programme have been made to account for budgets carried forward and expenditure changes. The public nature and auditability of these capital projections provides additional confidence to the process. Schedule 10 of the LGA 2002 prescribes significant disclosures including growth, renewal and level of service apportionments.

## 1.9 Review and Update of the Policy on Development and Financial Contributions

The Council is required to review the policy at least once every three years using a consultation process that gives effect to the requirements of section 82 of the Local Government Act.

The Council may, under the provisions of section 106(2B) of the Act, increase the development contributions in accordance with movements in the Producers Price Index (Construction).

Financial contributions will be updated for inflation annually as part of the Annual Plan process. Where financial contributions are inflated, and differ from those contained within this Policy on Development and Financial Contributions, the financial contributions defined in the Annual Plan will take precedence.

## 1.10 Contribution Triggers

Statutes define different triggers for financial contributions and development contributions. These are:

1. **Financial Contributions** - As defined by chapter 15.5.1 of the District Plan, namely required as a condition of:
  - Subdivision consent and/or
  - Land use consent
2. **Development Contributions** – As defined by s198 of the LGA 2002 may be required when.
  - A resource consent is granted; or
  - A building consent is granted; or
  - A service connection is authorised.

Both financial contributions and development contributions relate to demand for assets and/or resources. Once the Council has assessed the demand and a contribution has been determined and paid, provided the demand does not change then no further contributions will be required. Council will consider issues of equity, fairness and reasonableness when applying development contributions at these phases of subdivision and development.

The sequence of development is not always consistent. Hence financial and development contributions will be required at the first available opportunity. At each and every subsequent opportunity the development may be reviewed in terms of both types of contributions. Additional contributions will be required if the demand assessed for the development exceeds those previously paid for.

## 1.11 Notification

Notification procedures are different for both financial and development contributions.

Financial contributions are a condition of resource consent and are payable to ensure compliance with that consent. Financial contributions payable will be notified on both subdivision and land use resource consent decisions.

Development contributions are not a condition of resource consent. Council will however attach a Development/Financial Contributions Demand to the following documents where appropriate:

- Resource Consents – subdivisions and land use.
- Building Consent
- Service Connection Authorisations

The Development/Financial Contributions Demand will include a list of contributions payable, details of any calculations undertaken in terms of assessing demand, details of existing credits known to Council and when payment is required.

The Development/Financial Contributions Demand includes a statement of contributions for a specific allotment. Therefore any changes in demand can be assessed giving consideration of existing credits.

## 1.12 Timing of Payment

Financial Contributions - timing of payments are defined in section 15.5.1 of the District Plan. This section identifies the following:

*“a. Financial Contributions of money shall generally be paid as follows:*

- i. In the case of a resource consent for land use prior to the commencement of that use.*

- ii. *In the case of a resource consent for subdivision prior to the issue of a certificate under section 224 of the Act\* provided that in circumstances where the adverse effect (or a significant portion of that effect) created by the subdivision and/or development will not occur until sometime in the future then Council may defer the financial contribution through the use of covenants, bonds, consent notices or the review of conditions as appropriate.*
  - iii. *In the case of financial contributions of money on permitted activities, prior to the issue of the building consent or commencement of the activity.*
- b. *Financial contributions of land shall be vested in Council immediately upon the land being able to legally vest."*

*\* Act meaning the Resource Management Act 1991*

Development Contributions – will be payable as follows:

- Resource consent (subdivision) - prior to the issue of S224c certificate (See section 208 of Local Government Act 2002). Council will consider applications for deferral of payment under the following clause:
  - *In the case of a subdivision consent prior to the issue of a certificate under section 224(c) of the Resource Management Act 1991, provided that in circumstances where the effects, or a significant portion of the effects, created by the subdivision will not occur until sometime in the future, then the Council may defer the payment of the development contribution provided it is satisfied that appropriate security by way of registering the development contribution under the Statutory Land Charges Registration Act 1928, as a charge on the title of the land in respect of which the development contribution was required and within a timeframe agreed being no greater than 5 years from the issue date of the certificate under section 224(c) of the Resource Management Act 1991.*
- Resource consent (other) - prior to commencement of the consent except where a building consent is required then payment shall be as noted for building consents below;
- Building consent –prior to the issue of the code of compliance certificate. In the event of undue delays in applying for code of compliance certificate Council may require payment 90 days from the granting of the building consent.
- Service connection - prior to connection.

### **1.13 Unusual Developments**

Council reserves the right to individually assess any development or activity that it deems to create a significantly different demand on infrastructure than could usually be expected under their relevant category. For example, a swimming pool may be classified under commercial but it will have a significantly different water use than generally allowed for under the commercial category.

Where alterations are made to an existing business building and work exceeds \$500,000, a fixed roading development contribution will be charged. Any alterations to an existing business building where work is less than \$500,000 shall be exempt a roading development contribution. Section 15.6.4 of Council’s District Plan identifies developments required to pay a Development Impact Levy. Developments meeting the test for a development impact levy are also considered unusual developments in relation to this Policy.

### **1.14 Developer Provision of Assets**

Where any service serves or is intended to serve land in a subdivision or development and other land, the liability of the consent holder shall be limited to the extent to which the service serves or is intended to serve the land in the subdivision or development.

Where a developer provides works or services in excess of that required by the Council and this is documented by way of a written agreement the works will be valued and then deducted from the relevant contribution category.

### 1.15 Development Agreements

The Council may enter into development agreements with developers for the provision, supply, or exchange of infrastructure, land, or money to provide network infrastructure, community infrastructure, or reserves the district or a part of the district. The provisions of Sections 207A to 207F shall apply to such agreements.

### 1.16 Credits

Different credit systems apply to financial contributions and development contributions.

Financial Contributions – credits and refunds are detailed in section 15.5.2 of the District Plan. This section identifies the following in relation to credits.

- b. *With respect to assessing financial contributions for reserves the following credit shall apply:*
  - i. *In the case of residential subdivision and/or development, a credit will be given for any financial contribution paid at the time of a previous subdivision and/or land use consent.*
  - ii. *In the case of subdivision, credit will be given for the number of allotments that existed prior to the subdivision, including the number of allotments that could have accommodated dwellings in the context of residential subdivision.*
  - iii. *Credit will be given when the facilities for general public use are provided as part of the subdivision and/or development.*
- c. *When as a condition of a resource consent a financial contribution was made in respect to the provision of two or more households on one allotment without subdivision and the allotment is subsequently subdivided to create separate allotments to accommodate those household units no further financial contribution shall be paid.*

Development Contributions – the following credit considerations apply to all development contribution assessments:

- Credits will be specific to the activity for which they were paid (i.e. a water supply credit will not be able to offset a wastewater contribution).
- Credits are based on the underlying zoning of the lot and not the proposed activity. i.e. the credit for a business development on a residential lot will be based on the residential land use.
- Credits are to be site specific (not transferable) and non-refundable unless the refund provisions of the Act apply.
- The existing demand of any lot that is to be developed or subdivided will be converted to a dwelling equivalent credit when assessing development contributions. Thus development contributions are solely for additional demand created by the new development or subdivision.
- Any credit will be identified on the Development / Financial Contribution Demand.

Following the above two considerations, there are two types of development contribution credits that may be applied:

1. Actual Credits
2. Deemed Credits

The applications of the credits are described in the following table.

**Table 7: Summary of Development Contribution Credits Applicable**

When do they apply?	Who is responsible for them?	The following credits are anticipated (not intended as an exclusive list) :		Time Limit	Comments
		Stage/Type of Development	Details of Credit		
<b>Actual Credit</b>					
Actual credits apply when development contributions have already been paid.	Developers may request an actual credit. The Council invites applicants to submit with their applications records of development contributions paid.	Any development or subdivision on all zoned lots.	Actual credits will be applied to subdivisions or developments where a development contribution has been paid at an earlier stage, under this, or a previous version of the Policy on Development and Financial Contributions. The actual credit includes any deemed credit applied at the time of assessment. The actual credit will be quantified in dwelling equivalents. Any earlier development contribution payment will be converted to a dwelling equivalent credit for each activity based on the policy in place at the time of assessment.	There will be no time limit within which these credits must be used.	In some instances, particularly business sites, the contribution paid may exceed the contribution required under the new policy. This remaining credit may be used to off-set contributions that would otherwise be payable on future development of the lot.
<b>Deemed Credit</b>					
Deemed credits will only apply to vacant lots that existed prior to the requirement for development contributions. A deemed credit will only apply when an actual credit does not exist.	Council will determine if a lot is entitled to a deemed credit.	Residential Subdivision or Development	Any underlying residential lot shall be allocated a credit of one dwelling equivalent.	Any excess deemed credits that are identified as a result of an amalgamation of individual lots will accrue on the new amalgamated lot but will lapse if not utilised within a period of three years.	
		Rural Subdivision or Development	Any underlying rural lot shall be allocated a credit of one dwelling equivalent.		
		Business Subdivision or Development	Any underlying business lot shall be allocated a credit of one dwelling equivalent, except for roading contributions where deemed credits will not apply.		

Development contributions and credits will remain with the original underlying lot. For example if a business relocates then the development contribution or credit cannot be transferred to the new lot.

### **1.17 Commercial and Industrial Developments on Rural Zoned Land**

When the need for a Resource or Building Consent on rural zoned land arises or a service connection is made a development contribution may be required. Pastoral land is considered the baseline land use for rural zoned land. When the land use changes a development contribution may be required.

Where development occurs that supports the pastoral land use, but does not change it, the developer will not be liable for contributions. In this instance it is assumed that supporting the existing land use will not generate additional demand on Council's infrastructure. The construction, for example of a hay or implement shed would not generate any additional demand if its sole purpose was to support a pastoral land use.

Where the land use deviates from pastoral, contributions will be assessed and may be payable. The land uses or types of development that follow are not considered to be pastoral:

- Pack houses
- Processing plant
- Dairy farms
- Buildings or works supporting land uses other than pastoral
- Forestry

Any activity that increases demand on Council infrastructure may be assessed for development contributions. This includes the addition of a residential dwelling to rural land.

### **1.18 Reconsiderations**

An applicant may request council to reconsider the requirement if the applicant has grounds to believe that:

- a. the development contribution was incorrectly calculated or assessed under the council's development contributions policy; or
- b. council incorrectly applied its development contributions policy; or
- c. the information used to assess the person's development against the development contributions policy, or the way council has recorded or used it when requiring a development contribution, was incomplete or contained errors.

A request for reconsideration must be made in writing stating clearly which of the above grounds the applicant believes the council has erred. The request for Reconsideration must be made within ten working days after the date on which the person lodging the request receives notice from council of the level of development contribution that council requires. This request should be addressed to:

The Development Engineer, Central Otago District Council  
PO Box 122, Alexandra 9340  
Email: [dcreconsider@codc.govt.nz](mailto:dcreconsider@codc.govt.nz)  
Fax: 03 448 9196

The steps that council will apply when reconsidering the requirement to make a development contribution are:

- The appropriate Council officer shall review the reconsideration request,
- The Council officer may request further relevant information from the applicant,
- The Council officer will make a recommendation to the delegated authority,

- Council will, within 15 working days after the date on which it receives all required relevant information relating to a request, give written notice of the outcome of its Reconsideration to the person who made the request.

A reconsideration cannot be requested if the applicant has already lodged an Objection. If the applicant is not satisfied with the outcome of the Reconsideration, they may lodge an Objection as specified in the Local Government Act 2002 Amendment Act (No 3) 2014, s199C to s199N.

## 1.19 Remission and Reimbursement

### Remission

There will be no remissions, other than those listed below, except in exceptional circumstances. Remissions are at the discretion of the Chief Executive.

#### Seasonal Activity Remission

Remissions on the basis of seasonal activity or reduced demand on specific assets will only be allowed where the actual demand can be demonstrated to be significantly different from a typical development. Furthermore it must be demonstrated that the demand will not increase if the development was to be used differently.

#### Small Business Remission

A remission will be provided to small business and non-residential service developments on the following basis.

- Where the average assessed additional demand across the roading, water and wastewater activities is less than or equal to 1.5 dwelling equivalents, the development contributions, and financial contributions for water and wastewater shall be remitted.

Seasonal worker accommodation is interpreted as non-residential for this policy and is thus eligible for the small business remission if the criteria are met.

The small business remissions principle was implemented with effect from 1 July 2011, and will apply only to development contributions that are due to be paid on or after that date. Remission considerations for developments that have already been assessed but not paid will be initiated by an application from the developer. The remission is not available to developments where contributions were due to be paid prior to 1 July 2011, but where payment has been delayed by the developer.

#### Not-for-Profit Remission

Developments linked to a not-for-profit organisation may also be considered for remission.

### Reimbursement

A reimbursement maybe sought where it can be demonstrated that the subdivision or development has amassed development/financial contribution credits against it. Example: Where a contribution has been assessed as a condition of a land use consent (subdivision) based on likely future land use and where that future (conceivable final land use) is substantially and materially different.

## 1.20 Non Payment

If financial contributions are not paid in accordance with the above provisions and to the satisfaction of Council, Council may:

1. Withhold issue of a certificate under section 224 of the Act for subdivision;
2. Prevent commencement of a land use consent.

If **development contributions** are not paid in accordance with the above and to the satisfaction of Council, Council may as it is permitted under section 208 of the Local Government Act 2002:

- Withhold S224c Certificate on a subdivision;
- Prevent the commencement of a resource consent for a development;
- Withhold a code of compliance certificate under the Building Act;
- Withhold a service connection to a development;
- In each case the Council may register the Development Contribution under the Statutory Land Charges Registration Act 1928 as a charge on the title of the land for which the contribution was required.
- In the event where a lawful debt is unrecovered Council will commence debt collection in accordance with normal debt collection processes.

## 1.21 Refund of Contributions

Different refund rules apply to financial contributions and development contributions.

Financial Contributions – credits and refunds are detailed in section 15.5.2 of the District Plan. This section identifies the following in relation to refunds.

- a. *Where:*
  - i. *A resource consent which includes a condition requiring a financial contribution lapses or is cancelled or surrendered in accordance with the provisions of the Act; or*
  - ii. *The activity or relevant part of the activity in respect of which the resource consent was granted does not proceed.*

*Council shall pay or return to the person entitled in accordance with 15.5.3(a)(v) below the financial contribution less a value equivalent to the costs incurred by the Council in relation to the activity and its discontinuance provided that Council shall not repay or credit the value of any work or services actually provided as a result of a financial contribution of money before the resource consent lapses, or is cancelled or surrendered, or does not proceed.*

and:

- d. *Where a financial contribution is made for the provision of a particular work or service and the Council subsequently resolves not to proceed with that work or to provide that service or where the work does not proceed within a time period of 10 years from the date that the contribution is paid or such shorter or longer time period as stated in the resource consent, the financial contribution shall be refunded to that person entitled in accordance with 15.5.3(a)(v) below plus the value of any interest accrued on the financial contribution whilst in the possession of the Council less the costs incurred by the Council in relation to design or other costs incurred in planning for the provision of the particular work or service.*

Development Contributions – Sections 209 and 210 of the LGA 2002 outline the circumstances in which the Council must refund or return to the consent holder a development contribution. These include:

- Where a development or building does not proceed, the resource consent or building consent lapses or the resource consent is surrendered.
- Where the Council does not provide the reserve, network infrastructure or community infrastructure for which the development contribution was required.

Where Council required a development/financial contribution as part of subdivision or development activities and where the documentation (resource consent, building consent or service connection authorisation) permitting that subdivision or development has lapsed, Council will refund the contribution if paid. This does not prevent Council from requiring development/financial contributions in the future. Council may retain a portion of the contribution of

a value equivalent to the costs incurred by the Council in processing/assessing the contribution required by the subdivision or development.

### **1.22 Delegations**

Council shall determine where a development or financial contribution will be sought. It has the authority to set the quantum of those contributions. The Chief Executive will ensure the Policy is implemented.

### **1.23 Administration**

Council's planning department will be responsible for issuing Development Contribution Demands on the relevant applications.

### **1.24 Summary Disclosure Tables**

The following tables show a summary of each contributing area for the 10 year period between 2015/16 and 2024/25. The tables demonstrate the nature and level of expected capital expenditure required by Council and the portion that is attributable to growth. A table is produced for each activity which shows the CAPEX for each contributing area where a contribution has been assessed. The CAPEX attributable to growth is apportioned equitably among the growth population to define a set charge for each dwelling equivalent.

The following tables also detail the growth related debt levels for each contributing area. These define the interest component of the contributions. The tables show the growth CAPEX consumed by each contributing area and the dwelling equivalent growth used to calculate the development contributions.

The disclosure tables show the full development contribution. A final revenue table shows the impact of Council and Community Board decisions on the funding of growth costs. These decisions are detailed in Table 2.

The detailed disclosure tables, including Schedule of Asset tables can be found in the appendices of the Detailed Supporting Document.

**Table 8: Water Supply - Capital Expenditure for Development Contributions (Policy Year \$'s)**

Contributing Area	LTP CAPEX	LTP Growth CAPEX	LTP CAPEX Funded by Other Sources	LTP - Percentage Attributable To Growth	Historic Growth CAPEX (Capacity) Consumed over LTP Period	Future Growth CAPEX (Capacity) Consumed over LTP Period	Total Growth CAPEX (Capacity) Consumed over LTP Period	10 Year LTP Growth in Dwelling Equivalents	Standard Development Contribution (\$/DE)
Alexandra	16,188,945	3,163,076	13,025,868	19.54%	646,553	899,344	1,545,898	214	7,233
Clyde	1,546,446	28,063	1,518,383	1.81%	150,146	15,069	165,214	45	3,648
Cromwell Outer	3,838,938	993,565	2,845,373	25.88%	463,443	281,624	745,067	136	5,485
Cromwell Urban	6,108,387	541,822	5,566,565	8.87%	343,005	118,311	461,316	411	1,123
Naseby	1,278,183	17,145	1,261,038	1.34%	12,586	7,297	19,883	8	2,574
Omakau	1,886,465	127,712	1,758,752	6.77%	26,713	57,604	84,316	14	5,961
Ranfurlly	1,771,998	19,200	1,752,797	1.08%	27,341	9,763	37,104	20	1,856
Roxburgh	2,648,302	11,119	2,637,183	0.42%	21,258	5,719	26,978	8	3,385
<b>District Total</b>	<b>35,267,663</b>	<b>4,901,703</b>	<b>30,365,961</b>	<b>13.9%</b>	<b>1,691,046</b>	<b>1,394,730</b>	<b>3,085,776</b>	<b>855</b>	

**Table 9: Water Supply - Debt Funding Ratio - 10 Year Net Growth versus Revenue Assessment**

<b>Contributing Area</b>	<b>LTP CAPEX (Inflated \$)</b>	<b>LTP CAPEX (Policy Year \$)</b>	<b>LTP Growth CAPEX (Policy Year \$)</b>	<b>New Dwelling Equivalents</b>	<b>Cumulative Development Contributions Received (Policy Year \$)</b>	<b>Development Contributions Received over 10 Yr LTP Period (Inflated \$)</b>	<b>Debt Balance</b>	<b>Debt Funding Ratio</b>
Alexandra	18,212,942	16,188,945	3,163,076	214	1,545,898	1,835,722	2,367,036	65%
Clyde	1,758,022	1,546,446	28,063	45	165,214	194,601	40,379	63%
Cromwell Outer	4,721,952	3,838,938	993,565	136	745,067	883,558	950,880	65%
Cromwell Urban	7,469,268	6,108,387	541,822	411	461,316	545,639	469,070	59%
Naseby	1,509,042	1,278,183	17,145	8	19,883	22,570	34,713	73%
Omakau	2,093,287	1,886,465	127,712	14	84,316	100,454	4,863	37%
Ranfurly	2,066,461	1,771,998	19,200	20	37,104	43,980	27,609	71%
Roxburgh	3,118,865	2,648,302	11,119	8	26,978	32,020	32,030	76%
<b>District Total</b>	<b>40,949,840</b>	<b>35,267,663</b>	<b>4,901,703</b>	<b>855</b>	<b>3,085,776</b>	<b>3,658,543</b>		

**Table 10: Wastewater - Capital Expenditure for Development Contributions (Policy Year \$'s)**

Contributing Area	LTP CAPEX	LTP Growth CAPEX	LTP CAPEX Funded by Other Sources	LTP - Percentage Attributable To Growth	Historic Growth CAPEX (Capacity) Consumed over LTP Period	Future Growth CAPEX (Capacity) Consumed over LTP Period	Total Growth CAPEX (Capacity) Consumed over LTP Period	10 Year LTP Growth in Dwelling Equivalents	Standard Development Contribution (\$/DE)
Alexandra	6,509,966	436,493	6,073,473	7%	436,768	143,116	579,884	187	3,103
Cromwell	13,832,805	3,574,861	10,257,945	26%	1,108,623	1,093,848	2,202,470	445	4,953
Naseby	736,839	7,336	729,503	1%	1,698	4,389	6,087	6	1,003
Omakau	758,635	33,793	724,842	4%	2,055	11,796	13,852	7	2,042
Ranfurly	1,126,487	2,232	1,124,255	0%	5,120	859	5,979	11	549
Roxburgh	1,390,134	4,349	1,385,785	0%	10,810	1,701	12,511	6	2,085
<b>District Total</b>	<b>24,354,866</b>	<b>4,059,063</b>	<b>20,295,803</b>	<b>17%</b>	<b>1,565,074</b>	<b>1,255,709</b>	<b>2,820,783</b>	<b>661</b>	

**Table 11: Wastewater - Debt Funding Ratio - 10 Year Net Growth versus Revenue Assessment**

Contributing Area	LTP CAPEX (Inflated \$)	LTP CAPEX (Policy Year \$)	LTP Growth CAPEX (Policy Year \$)	New Dwelling Equivalents	Cumulative Development Contributions Received (Policy Year \$)	Development Contributions Received over 10 Yr LTP Period (Inflated \$)	Debt Balance	Debt Funding Ratio
Alexandra	7,573,337	6,509,966	436,493	187	579,884	688,950	305,140	59%
Cromwell	14,916,029	13,832,805	3,574,861	445	2,202,470	2,606,379	1,197,910	59%
Naseby	826,079	736,839	7,336	6	6,087	6,875	-8,877	0%
Omakau	852,524	758,635	33,793	7	13,852	16,607	-29,493	0%
Ranfurly	1,308,171	1,126,487	2,232	11	5,979	7,089	-2,647	6%
Roxburgh	1,660,743	1,390,134	4,349	6	12,511	14,811	15,073	75%
<b>District Total</b>	<b>27,136,883</b>	<b>24,354,866</b>	<b>4,059,063</b>	<b>661</b>	<b>2,820,783</b>	<b>3,340,711</b>		

**Table 12: Roading- Capital Expenditure for Development Contributions (Policy Year \$'s)**

Contributing Area	LTP CAPEX	LTP Growth CAPEX	LTP CAPEX Funded by Other Sources	Percentage Attributable To Growth	Historic Growth CAPEX (Capacity) Consumed over LTP Period	Future Growth CAPEX (Capacity) Consumed over LTP Period	Total Growth CAPEX (Capacity) Consumed over LTP Period	10 Year LTP Growth in Dwelling Equivalents	Standard Development Contribution (\$/DE)
District Total	44,884,270	2,306,684	42,577,586	5.1%	2,077,961	920,742	2,998,704	1,901	1,577

**Table 13: Roading - Debt Funding Ratio - 10 Year Net Growth versus Revenue Assessment**

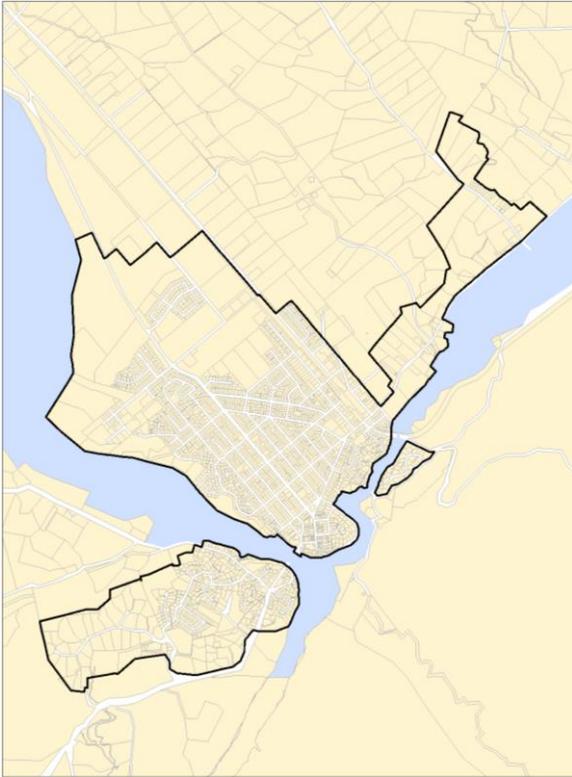
Contributing Area	LTP CAPEX (Inflated \$)	LTP CAPEX (Policy Year \$)	LTP Growth CAPEX (Policy Year \$)	New Dwelling Equivalents	Cumulative Development Contributions Received (Policy Year \$)	Development Contributions Received over 10 Yr LTP Period (Inflated \$)	Debt Balance	Debt Funding Ratio
District Total	51,810,271	44,884,270	2,306,684	1,901	2,998,704	3,532,297	2,874,808	67.7%

**Table 14 : Funding of Growth Capex – Adjusted Growth Capex and Development Contribution Income**

<b>Activity/ Contributing Area</b>	<b>Funding of Growth Costs</b>	<b>LTP Growth Capex (inf \$'s)</b>	<b>Adjusted LTP Growth Capex (inf \$'s)</b>	<b>10 Year Development Contributions Income (inf \$'s)</b>	<b>10 Year Adjusted Development Contributions Income (inf \$'s)</b>
Alexandra	75%	3,944,326	2,958,244	1,835,722	1,376,791
Clyde	100%	29,973	29,973	194,601	194,601
Cromwell Outer	100%	1,230,922	1,230,922	883,558	883,558
Cromwell Urban	100%	693,412	693,412	545,639	545,639
Naseby	100%	20,266	20,266	22,570	22,570
Omakau	75%	137,513	103,135	100,454	75,341
Ranfurly	100%	20,467	20,467	43,980	43,980
Roxburgh	50%	13,163	6,581	32,020	16,010
<b>Water Supply</b>		<b>6,090,041</b>	<b>5,063,000</b>	<b>3,658,543</b>	<b>3,158,489</b>
Alexandra	75%	516,224	387,168	688,950	516,713
Cromwell	100%	3,808,567	3,808,567	2,606,379	2,606,379
Naseby	100%	7,896	7,896	6,875	6,875
Omakau	75%	37,581	28,186	16,607	12,455
Ranfurly	100%	2,512	2,512	7,089	7,089
Roxburgh	50%	5,527	2,763	14,811	7,405
<b>Wastewater</b>		<b>4,378,307</b>	<b>4,237,093</b>	<b>3,340,711</b>	<b>3,156,916</b>
<b>Roading</b>	<b>60% of Business DC</b>	<b>2,673,660</b>	<b>2,067,948</b>	<b>3,532,297</b>	<b>2,732,063</b>
<b>Total</b>		<b>13,142,009</b>	<b>11,368,041</b>	<b>10,531,551</b>	<b>9,047,468</b>

# Scheme Maps

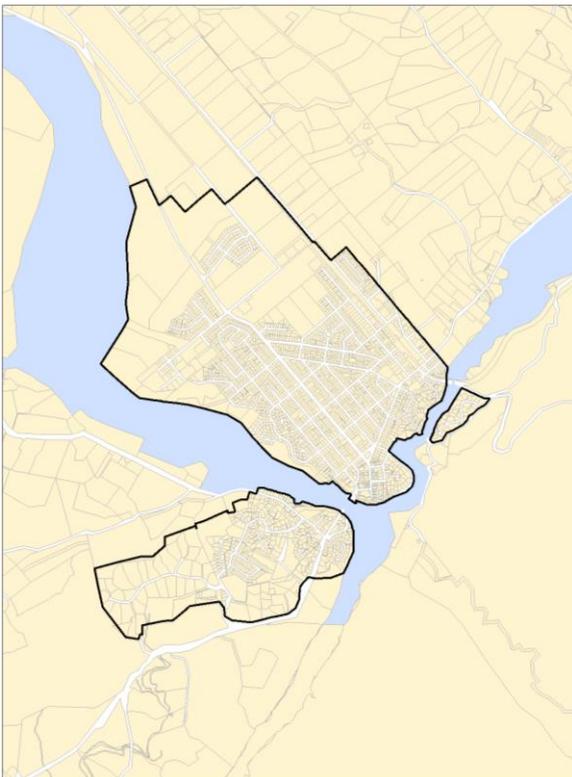
**Alexandra Water Supply – Scheme Boundary**



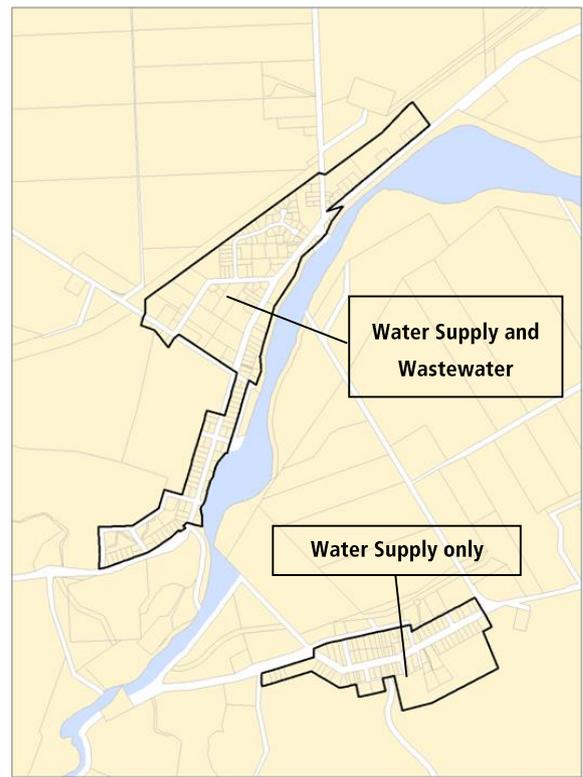
**Clyde Water Supply – Scheme Boundaries**



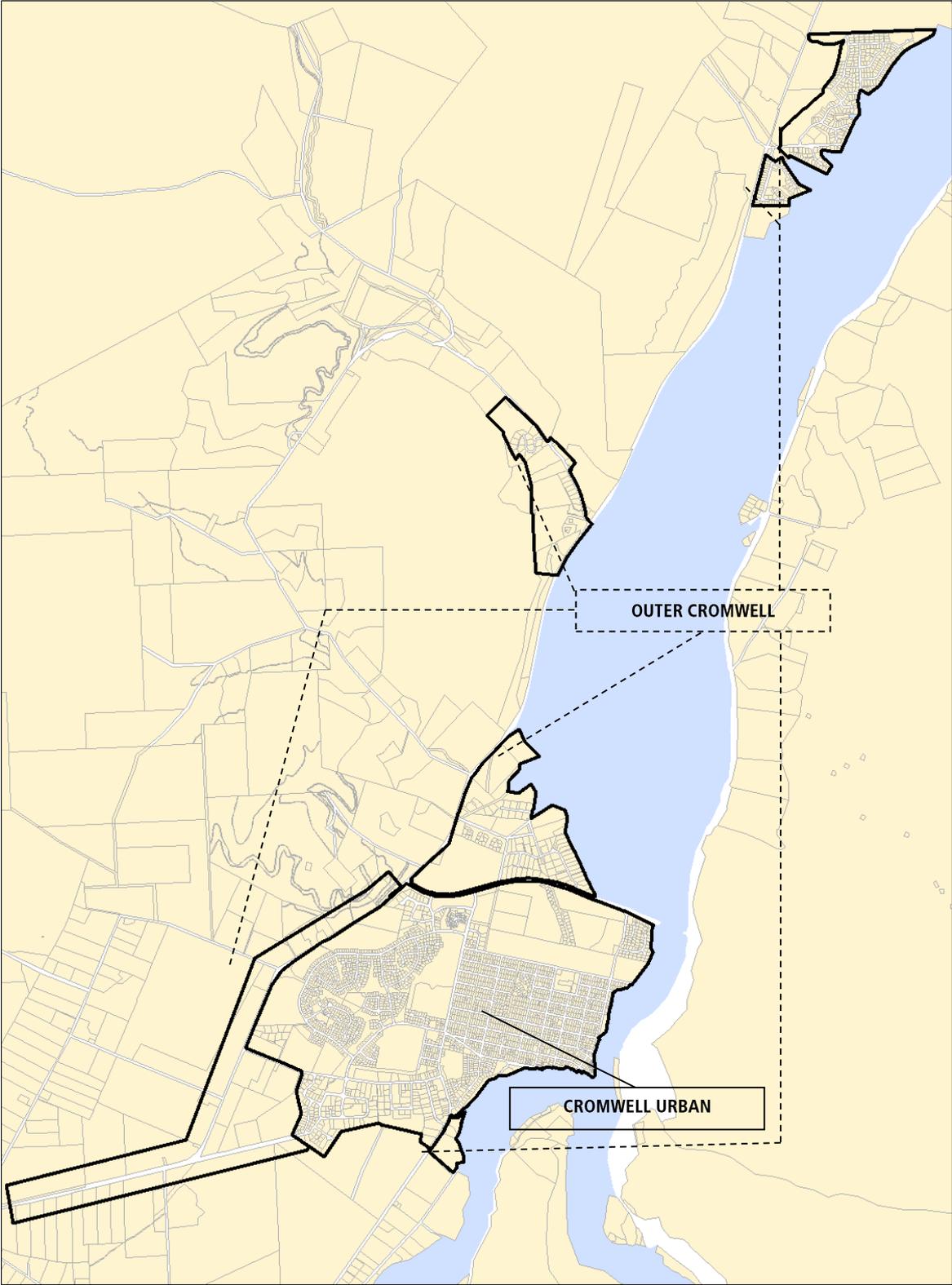
**Alexandra Wastewater – Scheme Boundary**



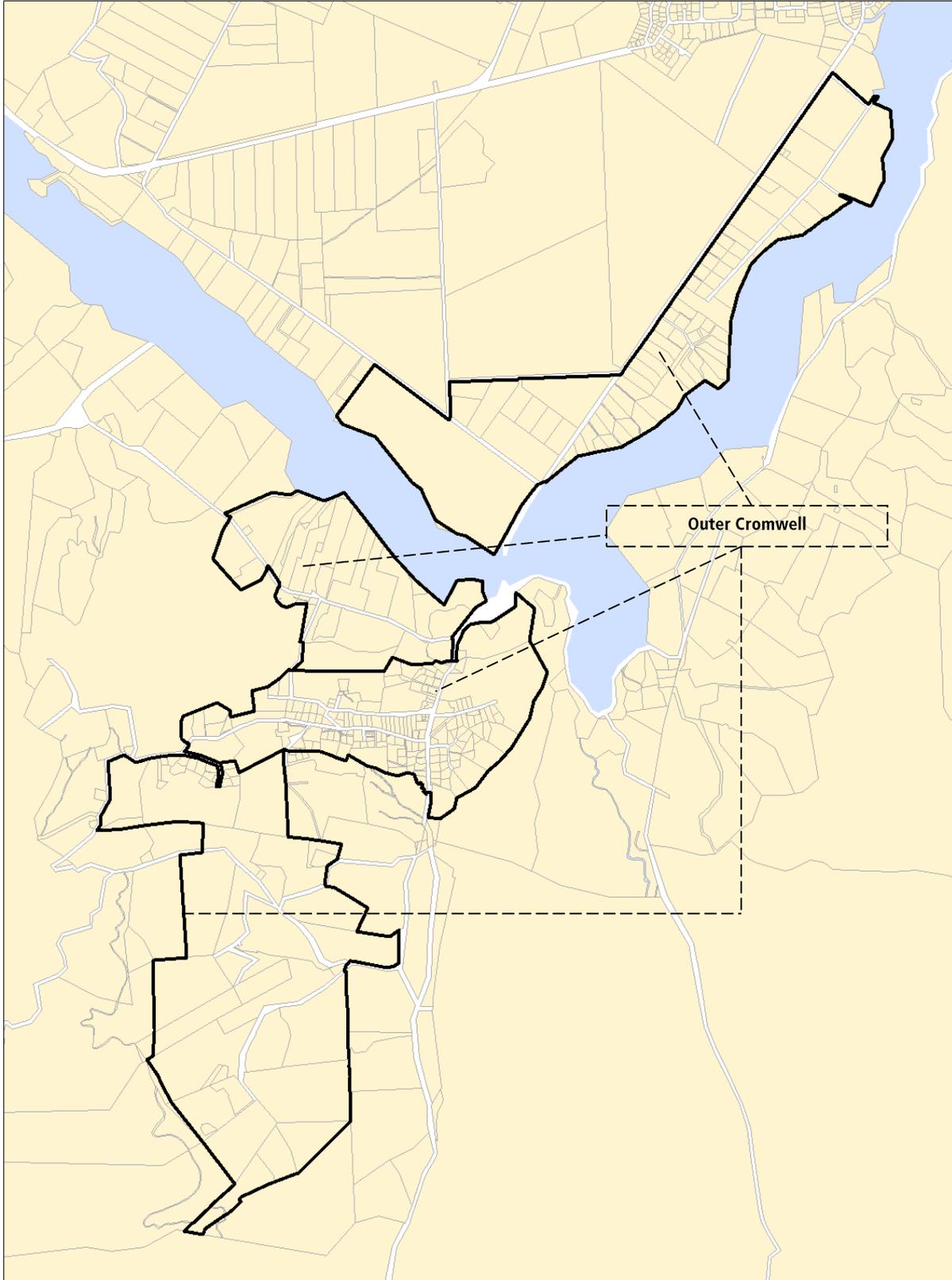
**Omakau/Ophir Water Supply & Wastewater – Scheme Boundaries**



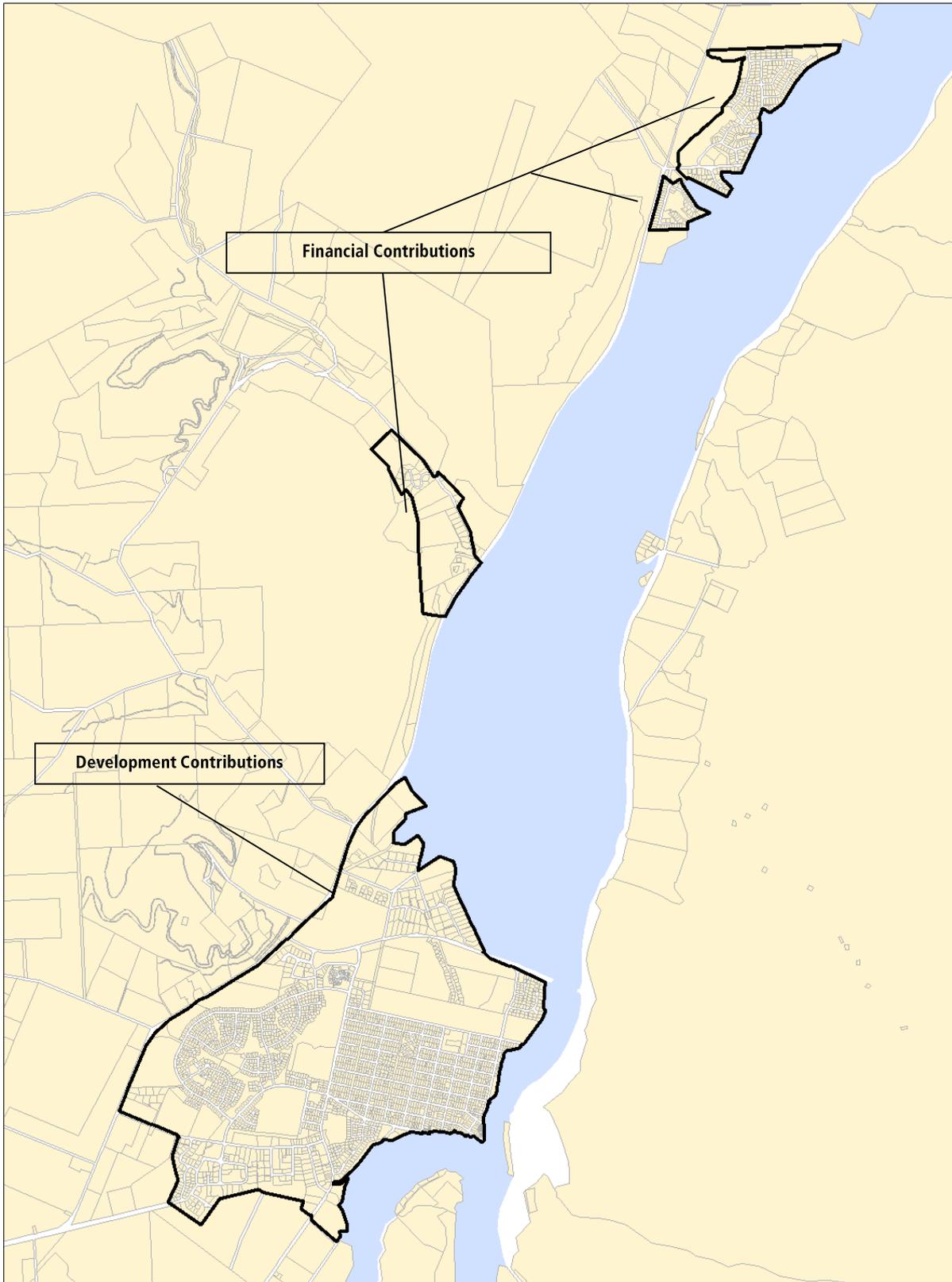
**Urban Cromwell and Outer Cromwell Water Supply – Scheme Boundary**



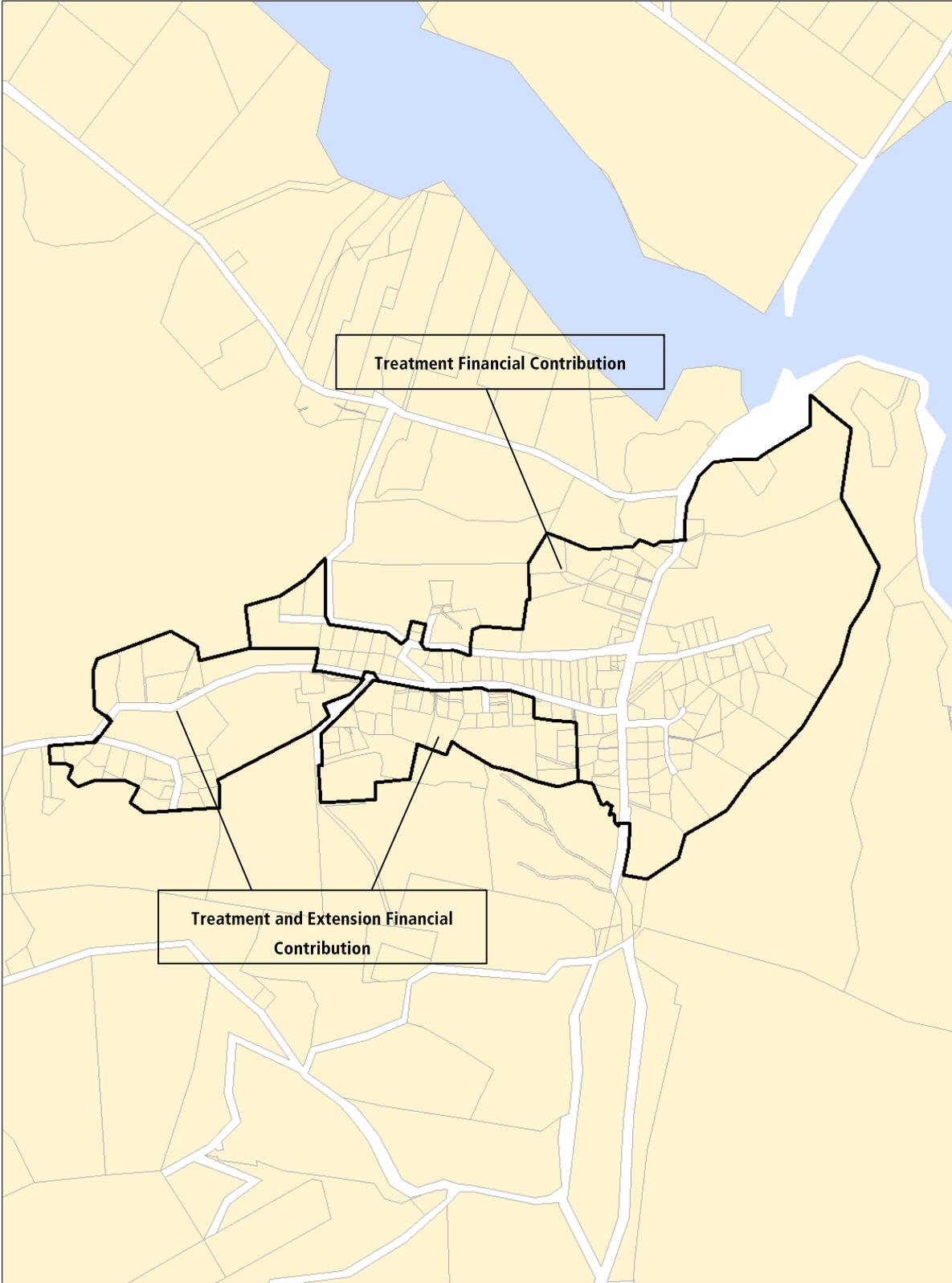
**Bannockburn Water Supply – Scheme Boundary (Outer Cromwell for DC'S)**



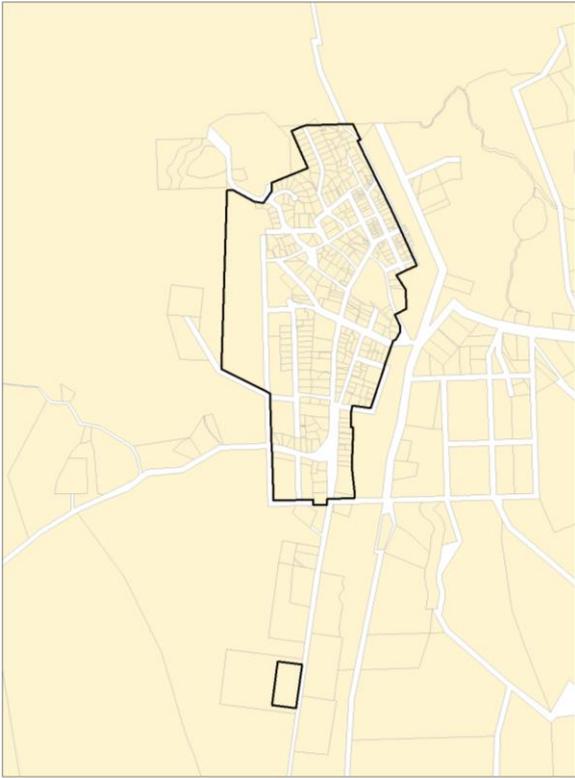
## Cromwell Wastewater – Scheme Boundary



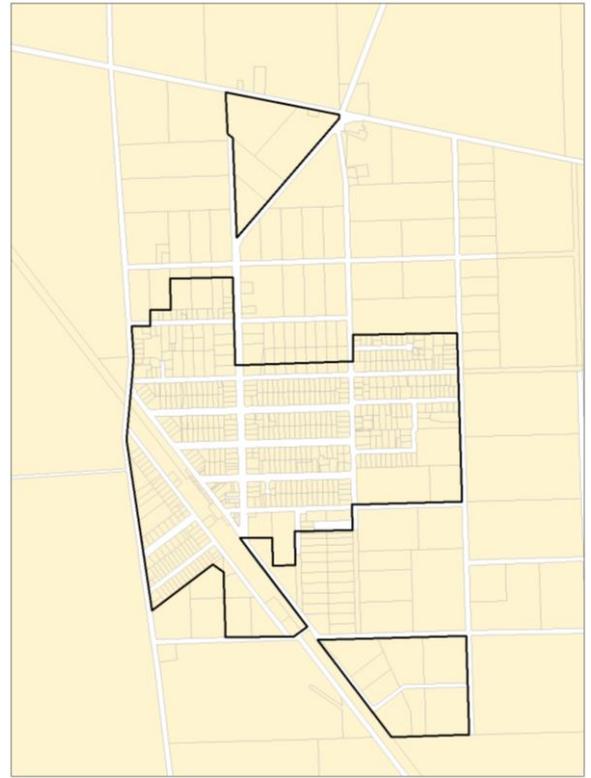
**Bannockburn Wastewater – Scheme Boundary (Financial Contributions)**



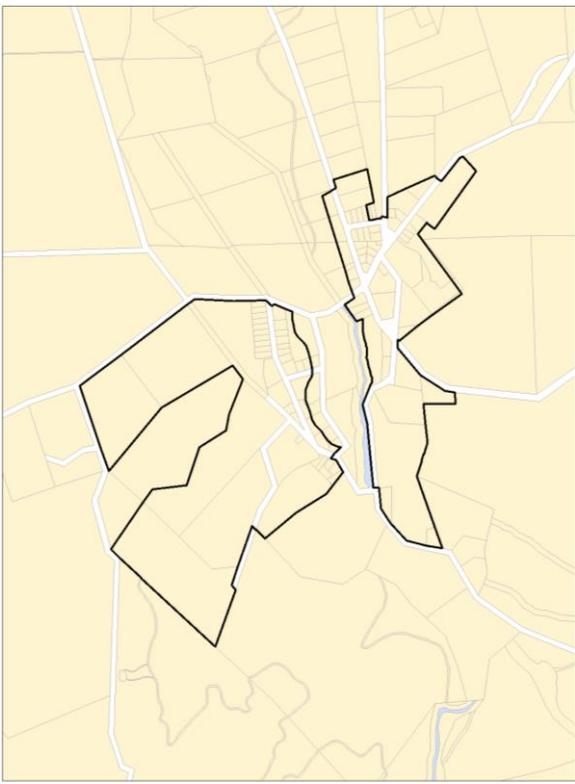
**Naseby Urban Water Supply and Wastewater – Scheme Boundary**



**Ranfurly Urban Water Supply and Wastewater – Scheme Boundary**

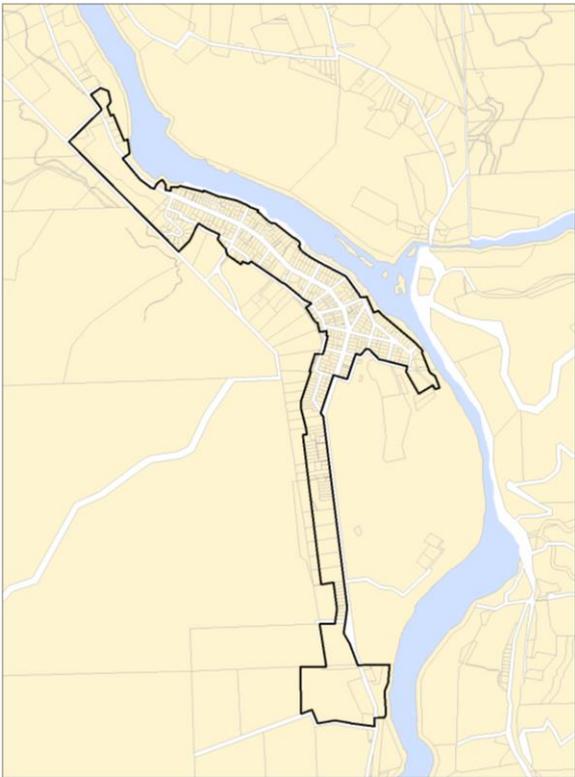


**Patearoa Urban Water Supply – Scheme Boundary (Financial Contributions)**

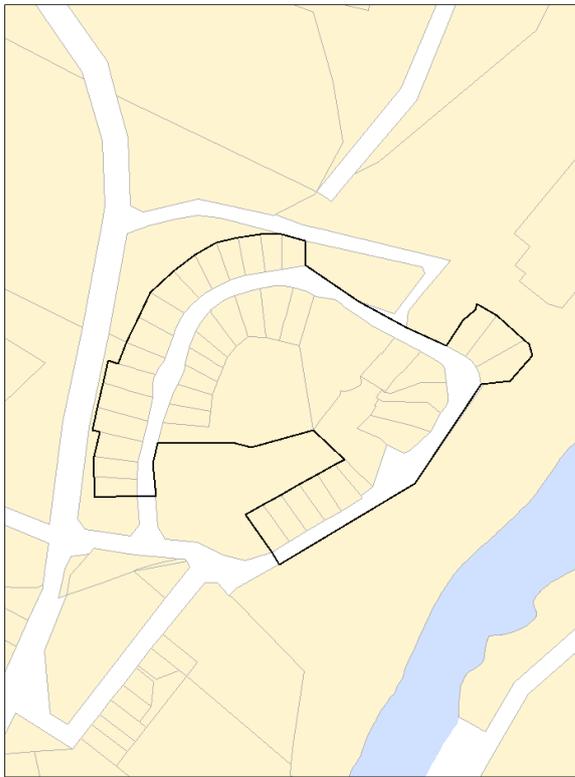


**Roxburgh and Lake Roxburgh Village Water Supply and Wastewater – Scheme Boundary (Shown on Two Maps)**

**1. ROXBURGH**



**2. LAKE ROXBURGH VILLAGE**



# SIGNIFICANCE AND ENGAGEMENT POLICY

The Significance and Engagement Policy was adopted by Council in November 2014 and replaces the previous Significance Policy.

The policy enables Council and our community to identify the degree of significance attached to particular issues, proposals, assets, decisions and activities. It also aims to provide clarity about how and when communities can expect to be engaged in decisions about different issues, assets or other matters. Plus it will inform the Council from the beginning of a decision making process about the extent of any public engagement that is expected before a particular decision is made, and the form and type of engagement required. Each proposal or decision will be considered on a case by case basis and Council will take into account the thresholds / criteria, if the decision relates to a strategic asset or is prescribed by legislation.

Council will consider the following matter when deciding whether an issue, asset or other matter is of significance under this policy:

- The potential level of financial consequence, in particular the impact on rates, user fees and charges
- The consequences or impacts of the issues, assets, or other matters on the District
- The extent of the consequences or impact on the ratepayers and residents within the District
- The issue, asset, or other matter have a history of wide public interest within Central Otago, the Otago Region or New Zealand generally
- The achievement of, or ability to achieve, the Council's strategic issues and objectives as set out in the Long Term Plan
- The capacity of Council to perform its role and carry out its activities, now and in the future
- The financial, resource and other cost impacts of the decision
- The extent to which there is, or is likely to be, a change in the level of service in carrying out any significant activity
- Entry into any partnership with the private sector to carry out a significant activity
- The degree to which the decision or proposal is reversible
- The sustainability of the decision or proposal
- The degree to which the issue has cultural relevance
- The creation of a new group or activity, the cessation of a group or activity

Council considers the following assets to be strategic:

- Council water, wastewater and stormwater networks as a whole
- The roading network as a whole
- Land and buildings comprising the Alexandra office, and the Ranfurly, Roxburgh and Cromwell Service Centres
- Reserves listed and managed under the Reserves Act
- All other Council owned infrastructure

Council will consider how significant the matter is and will consult with our communities accordingly. If a matter is considered highly significant or we are required to do so by law the Special Consultative Procedure will be used. For items of lesser significance we will use other means of engagement as show in the examples below.

## ENGAGEMENT LEVELS AND METHODS

Level of Community Engagement	Engagement Examples	Engagement Toolbox (Council will use a combination of methods considered most appropriate and not limited to those listed)
High (including Special Consultative Procedure)	<ul style="list-style-type: none"> <li>• Long Term Plan (LTP)</li> <li>• District Plan</li> <li>• Annual Plans (where there are significant or material differences to the LTP)</li> <li>• Transferring ownership or control of a strategic asset</li> <li>• Making, amending or revoking a bylaw</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory notice (if required)</li> <li>• Advertising newspaper and radio</li> <li>• Media releases/website news</li> <li>• Social Media</li> <li>• Drop-in sessions/roadshows or public stands/public meetings</li> <li>• Rates newsletter article (if/when timing allows)</li> <li>• Consider targeted consultation if any special interest groups or stakeholders (email/letter/direct contact)</li> <li>• Hard copies available at Council facilities (service centres and libraries)</li> <li>• Submissions (by mail, email, online)</li> <li>• Hearings</li> <li>• Public decision</li> <li>• Direct feedback to submitters</li> </ul>
Medium	<ul style="list-style-type: none"> <li>• Making minor bylaw changes</li> <li>• Electoral system review</li> <li>• Resident Opinion Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory notice (if required)</li> <li>• Advertising</li> <li>• Media releases/website news</li> <li>• Social Media</li> <li>• Drop-in sessions</li> <li>• Rates newsletter article (when timing allows)</li> <li>• Consider targeted consultation if any special interest groups or stakeholders (email/letter/direct contact)</li> <li>• Hard copies available at Council facilities (service centres and libraries)</li> <li>• Feedback opportunities (by mail, email, online)</li> <li>• Feedback via website/public notices/media</li> </ul>
Low	<ul style="list-style-type: none"> <li>• Road works</li> <li>• Maintenance work on Council infrastructure</li> <li>• Annual Report adoption</li> <li>• Holiday closures</li> <li>• Service disruptions</li> </ul>	<ul style="list-style-type: none"> <li>• Media release/website news or media advisory/website note/spotlight (as appropriate)</li> <li>• Advertising</li> <li>• Social Media</li> <li>• Targeted information for any known special interest groups or stakeholders</li> </ul>

SIGNIFICANCE

Very high degree of significance

Very low degree of significance

The full policy can be found on Council's website [www.codc.govt.nz/publications/policies](http://www.codc.govt.nz/publications/policies)

# WORK TOGETHER

We can all work together to make this a better place

## OUR COUNCIL

elected members  
community boards  
executive team



# Your Mayor and Councillors



(From left to right) Martin McPherson, Clair Higginson, Stephen Jeffery, Neil Gillespie, Nigel McKinlay, Tony Lepper, Stuart Duncan, Stephen Battrick, Shirley Calvert, Malcolm Topliss and Barrie Wills

**Tony Lepper**  
His Worship the Mayor

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mayor@codc.govt.nz

**Neil Gillespie (Deputy Mayor)**  
Cromwell

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**Nigel McKinlay**  
Cromwell

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Mobile: 027 474 1961  
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**Shirley Calvert**  
Cromwell

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**Barrie Wills**  
Alexandra

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**Martin McPherson**  
Alexandra

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**Stephen Battrick**  
Alexandra

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clair.higginson@codc.govt.nz

**Malcolm Topliss**  
Earnsclough/Manuherikia

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Mobile: 027 475 8790  
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**Stuart Duncan**  
Maniototo

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Mobile: 021 224 2320  
stuart.duncan@codc.govt.nz

**Stephen Jeffery**  
Teviot Valley

Phone: (03) 446 8189  
Mobile: 027 220 6080  
stephen.jeffery@codc.govt.nz

# Your Community Boards

The Council has four community boards covering the entire district. Community boards provide a link between Council and the community. Our Council is one of the few in the country that maintains a comprehensive community board structure with significant delegated powers.

## Maniototo Community Board

15 Perry Street, Ranfurly, Phone: (03) 444 9170



(From left to right) Mark Harris (Chair), Stu Duncan (Deputy), Sue Evans, Sue Umbers and Robert Hazlett.

## Cromwell Community Board

42 The Mall, Cromwell. Ph: (03) 445 0211



(From left to right) Neil Gillespie (Chair), Helen Hucklebridge (Deputy), Nigel McKinlay, Gordon Stewart and Tom Pinckney.



(From left to right) Shirley Calvert and Glen Christiansen.

## Teviot Valley Community Board

120 Scotland Street, Roxburgh, Phone: (03) 446 8105



(From left to right) Raymond Gunn (Chair), Cliff Parker (Deputy), Jenna Stevens, Russell Read and Stephen Jeffery.

## Vincent Community Board

1 Dunorling Street, Alexandra, Phone: (03) 440 0056



(From left to right) Clair Higginson (Chair), Barrie Wills (Deputy), Claire Goudie, Brian Fitzgerald and Malcolm Topliss.



(From left to right) Stu Millis, Barry Hambleton and James Armstrong.

# Executive Team

<b>Leanne Mash</b> Chief Executive Officer			
<b>Susan Finlay</b> Corporate Services Manager (resigned 5 June 2015)	<b>Jon Kingsford</b> Manager, Infrastructure Services	<b>Louise van der Voort</b> Manager, Planning & Environment	<b>Anne Pullar</b> Manager, Community Services
Elected Members' Support Accounting Financial Planning & Reporting Rating / Policy Information Systems Customer Service & Administration	Transportation Water Wastewater Stormwater Waste Minimisation Elderly Persons' Housing Public Toilets District / Commercial Property Airports Community Facilities	Resource Management Building Control Liquor Licensing Dog Control & Registration Environmental Health Emergency Management	Parks & Recreation Cemeteries Libraries Swimming Pools Economic Development Tourism Central Otago Visitor Information Centres Community Planning Regional Identity Promotions & Grants

DECISIONS  
made today  
will affect tomorrow



1 Dunorling Street, PO Box 122, Alexandra

03 440 0056 | [info@codc.govt.nz](mailto:info@codc.govt.nz) | [www.codc.govt.nz](http://www.codc.govt.nz)