

# KA AKA WHAKAMUA FRAMING OUR FUTURE

## LONG-TERM PLAN 2021-2031



*Cover Images:*

*Exploring our Backyard* entered by Clare Bussey. Alexandra Airport/Springvale Road water race.

*Rise Up* entered by Anthea Lawrence. Light up Winter 2020 in Cromwell. A perfect illustrative metaphor of the idea that if we support and lift each other we can all rise up together.

*Love of the Land* entered by Jan MacKenzie. Featuring Nadia in Gimmerburn and her bovine buddies soaking up the sun.

*Peony* by Amber Keele

*Framing the Shot* by Anika Takimoana

*Mahi Tahī* (teamwork) entered by Kirsten Kyle. Mokihi Reforestation Trust's planting day near Bannockburn.

# Time to put our plan into action

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We received 852 submissions in our Ka Aka Whakamua Framing our Future Long-term Plan 2021-31 consultation. Thank you to all those who helped us frame our future by sharing your views.

Below is an overview of public feedback we received on the five key proposals presented in our consultation document and the decisions made, along with some other requests and themes that came through submitter feedback that Council has given direction on.

## District Museum Function

Council's consultation document put out four options for the District Museum Function proposal, however submitter feedback raised a fifth alternative proposal – the idea of an independent trust being formed to lead the district museum function. Staff and elected members felt there was merit in the idea but it needed more scoping work. Council therefore chose to adopt its preferred option as contained in the consultation document for the district museum function – funding of \$50,000 for an in-house museum function delivered by Council – but delay implementation to enable sector feedback on alternative options to be worked through and reported back to Council within three months for final determination. Council may then decide to apply the funding ear-marked to an in-house role to an alternative option.

## Cromwell Masterplan

Sixty percent of submitters to this Long-term Plan consultation process were from the Cromwell Ward. The Cromwell Community Board had a full day listening to more than 60 submitters who wished to speak in support of their submissions. The Board was thankful for how passionate and engaged its community

continues to be in the Cromwell Masterplan process.

Three key things came through loud and clear through verbal and written submissions related to the Arts, Culture and Heritage Precinct projects:

1. that the community wants a hall/events centre that caters for both future growth and future opportunities, and the size needs to be appropriate to achieve this goal;
2. that options for construction, operation and ownership of this facility need to be explored – with a call for a trust to take it over; and
3. that we need to get on with it.

This strong community voice was heard by community board members and councillors, and is reflected in the decisions.

Council agreed to the recommendations from the Cromwell Community Board relating to the Arts, Culture and Heritage Precinct projects that it proceed with the preferred option for the hall/events centre and the museum as set out in the consultation document. The Board recommended Council acknowledge the size of the hall/event centre can change as necessary once further planning and detailed design work has been undertaken to understand the needs, growth and further opportunities for Cromwell and district. This work will also explore options for construction, operation and ownership of the facility.

Council also agreed to the Board's recommendations related to the town centre. Council approved the funding for the town centre projects to enable further design work, noting that the library and service centre building will not be demolished. Following completion of design work, Council will review district costs in the 2023/24 Annual Plan.

In terms of how the projects will be timed, Council endorsed the Board's decision to proceed with the hybrid option. While a larger number of people ticked the Arts, Culture and Heritage Precinct-first option, and there was feedback that more work and time was needed on designing the town centre, the Board felt it didn't want to halt the town centre project completely. The reality of the hybrid model is that action will be seen on the Arts, Culture and Heritage precinct first.

### **Roxburgh Community Pool Upgrade**

Council agreed to the recommendation from the Teviot Valley Community Board to proceed with the preferred option in the consultation document for the Roxburgh Community Pool – to make a one-off financial contribution of \$500,000 towards construction, by way of a 50/50 rate-funded loan and use of reserves. Despite low levels of formal engagement in the Long-term Plan process the Board felt the project had strong community support behind the small dedicated committee working to make it a reality. The Board sees its support as a contingency fund or “backstop” should the project fundraising fall short. The Board's approach will be to draw on the \$250k via loan first, which ratepayers would pay back via rates. Then, if needed, it will dip into its ward reserves.

### **Alexandra Riverside Park Development**

There was strong community support for the Riverside Park project. Themes that came through in the comments were that it would revitalise the area and there was a lot of potential for how it could be developed in the future once the canvas is set. Council agreed to the recommendation from the Vincent Community Board to proceed with the preferred option in the consultation document for the Alexandra Riverside Park – to support the development with a \$650,000 fully loan funded investment between Years 1-3 of the Long-term Plan.

### **Omakau Community Hub**

Council agreed to the recommendation from the Vincent Community Board to proceed with the preferred option in the consultation document for the Omakau Hub – namely, to support the community-led collaborative project with a \$1 million loan/reserve fund/general reserve contribution.

### **Other decisions made at Council related to the Long-term Plan**

- Cromwell Museum's annual funding will increase by \$4000 per annum.
- Staff will investigate the request for a toilet from the Cromwell Bike Park and provide a report for consideration in a future annual or long-term plan.
- An amendment will be made to the fees and charges schedule so that lane fees charged at both the Cromwell Pool and Alexandra Pool will be \$30 per hour for private swim schools as well as concession card charging \$1 for pool entry for all swim school students.
- Staff will investigate a request for an extension of the junior playground at Pioneer Park and provide a report for consideration in a future annual or long-term plan.
- Staff will provide a report regarding a funding request by Ice Inline for future consideration.
- Staff will convene a meeting of key stakeholders to discuss a way forward on the proposed multi-use turf and facilities at Molyneux Park.
- Council will consider the importance of a bridge strategy for the district and will engage with the community on its development.
- Staff will report back to the Maniototo Community Board on a suggestion to fill the ice rink in Ranfurly with water, add planting and create walkways to make the area more accessible and useable.
- Staff will progress discussions around the scope of a partnership agreement with Ka Rūnaka, via Aukaha (a rūnaka-



based consultancy service), and report back to Council for consideration in the 2022/23 Annual Plan.

### **Policies**

While there have been no significant changes made to the Revenue and Financing Policy or

the Rating Policy, Council has removed the discount of 2.5% that was applied when ratepayers paid their property's annual rates in full on or before the first instalment. This is in line with many other councils given the low interest rates and also to keep rate costs down.



## LONG-TERM PLAN

The Long-term Plan sets out our strategic direction and work programme for the 10 years ahead. It outlines the service 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, a Long-term Plan 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 Long-term Plans we produce an Annual Plan. The Annual Plan takes a fresh look at the budgets and work programmes that we planned for the year, according to the Long-term Plan, and considers whether adjustments are needed.



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FRAMING  
OUR  
FUTURE

TOGETHER



# Our Space, Our Place

The Central Otago district, New Zealand's most inland region, covers an area of 9,969km<sup>2</sup>. Our district is further split into four electoral wards: Cromwell, Maniototo, Teviot Valley and Vincent.



We have one of the lowest population densities per square kilometre in New Zealand. In 2020 our estimated usual resident population was 23,528 people.

So, what about those people, the people this council serves? Who are they?

In Central Otago we are a diverse group of people sparsely spread over a wide, remote, rugged region. That sense of remoteness has shaped the way we live our lives.

We are a collection of communities fiercely independent and competitive yet united in our love for Central Otago, its landscapes, people, climate, its stories and its vision.



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

Our region's values are what council staff, councillors and community board members will draw on to guide good decision-making.

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 Community Outcomes

Council’s purpose is to enhance well-being in our communities. Conversations and feedback about what well-being looks like for the people living in this district have defined our community outcomes.

## OUR COMMUNITY OUTCOMES

 <p><b>He Ōhaka e Ora Rāia ana</b> Thriving Economy</p> <ul style="list-style-type: none"> <li>Vibrancy of town centres and local businesses</li> <li>Managed growth, in line with community values</li> <li>Visitor destination</li> <li>IT connectivity</li> <li>Protection of productive lands</li> </ul>	 <p><b>Toitū te Whenua</b> Sustainable Environment</p> <ul style="list-style-type: none"> <li>Outdoor recreational opportunities (water-sports, hunting, dark skies, etc.)</li> <li>Natural environment (open spaces, landscapes and vistas)</li> <li>Clean lakes and rivers</li> <li>Cycling and walking tracks</li> <li>Protection of our unique heritage</li> </ul>	 <p><b>He Hapori, He Haumi</b> Connected Community</p> <ul style="list-style-type: none"> <li>Sense of community (caring, relaxed small-town feel, ‘together-ness’)</li> <li>Welcoming and family-friendly</li> <li>Peaceful</li> <li>Rural feel</li> <li>Enabling connections, through quality services (e.g. internet, transport)</li> </ul>
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## COUNCIL’S STRATEGIC OBJECTIVES THAT SUPPORT THESE COMMUNITY OUTCOMES

<p>Through the District Plan, urban growth to revitalise town centres is encouraged, and productive land and rural settlement is protected.</p> <p><small>(Source: Cromwell Spatial Plan, Infrastructure Strategy)</small></p>	<p>We are operating in harmony with our natural environment, and celebrating and preserving our wide-open spaces, in accordance with our Regional Identity values.</p> <p><small>(Source: Central Otago A World of Difference Regional Identity Values, Infrastructure Strategy)</small></p>	<p>Our community facilities are fit for purpose and cost effective.</p> <p><small>(Source: Infrastructure Strategy, Sustainability Strategy)</small></p>
<p>District Plan standards are upheld to ensure the effects of development on natural and physical resources are managed now and into the future.</p> <p><small>(Source: Sustainability Strategy)</small></p>	<p>Infrastructural development is environmentally conscious: environmental implications have been considered, legal requirements met, and consent requirements upheld.</p> <p><small>(Source: Infrastructure Strategy)</small></p>	<p>Our relationship with Ngāi Tahu is strengthened.</p> <p><small>(Source: Sustainability Strategy)</small></p>
<p>Investment in Council services and infrastructure provides consistent, integrated and resilient service levels, that are good value, sustainable and affordable, now and in the future.</p> <p><small>(Source: Infrastructure Strategy, Sustainability Strategy)</small></p>	<p>Infrastructural services and information support safe and healthy communities.</p> <p><small>(Source: Infrastructure Strategy, Sustainability Strategy)</small></p>	<p>Newcomers into the district are supported and events and projects which celebrate inclusive communities are encouraged.</p> <p><small>(Source: Community Development Strategy)</small></p>
<p>High-value visitor products and experiences are provided that express our regional identity and align with the needs of Central Otago’s target markets.</p> <p><small>(Source: Tourism Strategy &amp; Economic Development Strategy)</small></p>	<p>Development of culture and heritage opportunities throughout the district continues to be developed.</p> <p><small>(Source: Infrastructure Strategy, Sustainability Strategy)</small></p>	<p>Community-driven initiatives, experiences and events that promote local and visitor well-being are encouraged.</p> <p><small>(Source: Community Development Strategy; Grants Policy; Sustainability Strategy)</small></p>
<p>We have improved digital connectivity throughout the district – i.e. mobile coverage and broadband roll-out.</p> <p><small>(Source: Economic Development Strategy)</small></p>	<p>Our landscape and environment are protected and enhanced through the coordination and promotion of activities that strengthen their significance.</p> <p><small>(Source: Economic Development Strategy)</small></p>	<p>Access is enabled via Council roading services and people can access Council’s infrastructure services (e.g. water and wastewater systems).</p> <p><small>(Source: Infrastructure Strategy, Economic Development Strategy)</small></p>
<p>We are a ‘business-friendly council’ – we identify local challenges and business needs, are proactive and responsive, make clear decisions, and develop strong relationships.</p> <p><small>(Source: Economic Development Strategy, Infrastructure Strategy)</small></p>	<p>Visitors are engaged in activities that benefit our environment and build an appreciation for this region’s remarkable qualities.</p> <p><small>(Source: Tourism Strategy)</small></p>	<p>Visitors who create value for host communities (via facilities, services, amenities, cultural and recreational opportunities), in line with their aspirations and beliefs, are attracted to this region.</p> <p><small>(Source: Tourism Strategy, Infrastructure Strategy)</small></p>

These three Community Outcomes provide a high-level set of goals for all our services and activities. By aiming for these as we frame our future through plans, strategies and work programmes, we seek to improve the social, cultural, economic and environmental well-being of the people in our district, now and for the future.



Council values the deepening relationship with local iwi, Ngāi Tahu, and is fostering a mutually beneficial partnership with our local rūnanga. These relationships contribute positively to Council’s decision-making, cultural confidence and to broader outcomes for Central Otago. Council is also a signatory to the Te Rōpū Taiao Governance Charter, a formal agreement between Otago rūnanga and Otago local authorities to work together at both a collective and individual Council level.

# Framing our future together

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Council staff, councillors and community board members have prepared this Long-term Plan for our district. This, and every long-term plan, impacts directly on the day-to-day life and future of our district's residents and ratepayers.

Through this Long-term Plan we intend to provide some certainty of direction in what are very uncertain times. This Long-term Plan will steer us and the work we undertake over the coming years for our community. That's why, this year more than ever, we urged our community to get involved and help us frame our future, together. We wanted to keep the district moving but needed to know whether people were happy with the direction we were taking.

It was hugely gratifying and helpful to have such high submission numbers. We almost doubled the number of submissions we received three years ago for our previous long-term plan – jumping from 478 to a record 852 submissions. Roughly 1 in 27 Central Otago people took the time to let us know what they thought of the key consultation proposals in the Long-term Plan, alongside other issues they feel are important, which meant we had good data to use as a tool in the decision-making process. It also meant that our submission numbers were amongst the highest in the country. It is amazing how engaged the Central Otago community is!

Preparing a long-term plan is a balancing act. We have things we simply have to do, where there is no choice, as we are required to do them by law. Then there are things we want to do to keep our district moving, such as community planning. There are also things that will have consequences if we defer them, such as dealing with ongoing infrastructure maintenance. Those sorts of things may hold the organisation and our community back or will put more problems and costs on to tomorrow.

It is a real challenge for a small council like ours to deliver everything we have to. Most of the things we have to do are no different to what a bigger council has to do; we just have fewer people and less money to do them with.

There are a few matters that need to be explained to give context to the numbers associated with this year's Long-term Plan.

As a response to the COVID-19 pandemic and the dire economic predictions at the time of setting our annual plan figures in 2020, we cut a projected 4.9% average increase to 0.7%. We always knew that would have an impact by way of a bow wave: some of the costs were paid out of reserves last year, something we cannot keep doing. In addition to accommodating those things we deferred or cut out from 2020/21 budgets, there are a number of other factors driving up the costs of delivering business as usual, before we add in any other projects – including increased costs and charges imposed on Council for the services we provide, unfunded government mandates and growth.

It is important to make mention of a few big things looming on the horizon as we look to plan for the future of our district.

The first is three waters reform. The Government is reviewing how the three waters (drinking water, wastewater and stormwater) are delivered in the future and as we finalise this plan there are still many unknowns about what this means for local government. In the face of such uncertainty, our strategic focus is to ensure Central Otago is not lost in that reform process and that our community is in the best position to make an informed decision about its future. While we are staying on top of those reforms, we will be continuing to deliver and improve water services to our community. It is expected that once Government's plans are solidified, there will be further conversation with our community on the reform programme.

A large number of private water suppliers within the district are facing challenges given increased requirements for them to meet similar standards to Council in the management, monitoring, reporting and quality of water supplied. Late last year, Council considered what its approach would be if private water suppliers applied to transfer ownership and management to Council for them to manage the necessary supply upgrades. Council agreed on a cost-sharing model between the private water suppliers and Council, which would be considered on a case-by-case basis.

The second is climate change. In September 2019, Central Otago District Council declared a climate crisis. While 2020 and COVID-19 overshadowed that conversation globally, we want to reassure you that climate change and sustainability are very much still on the agenda for our Council.

One way we can all help keep rates down is by how we deal with our waste. The costs we pay to dispose of every kilo of waste that gets put in your red bin is going to increase greatly over the next few years. Putting recyclable products in your yellow bin and glass in the blue bin will save all of us money. Council is considering a green waste plan for the next long-term plan but diverting as much of this from your red bin through composting in the meantime will make a huge difference to costs.

The best thing we can do though is to make better choices when purchasing, so we reduce unnecessary waste like packaging and food waste.

Work will continue in the coming years planning for how we address the challenges and opportunities that future growth presents, while still retaining what we love about our place. While the District Plan is in the early stages of review, Council has prioritised work on plan changes to give effect to the Cromwell Masterplan Stage 1 – Spatial Plan and the Vincent Spatial Plan to address growth pressures. Spatial planning exercises are also in the programme for the Teviot Valley and Maniototo within the next one to three years.

We have prioritised our work this way because the Government is currently reforming the Resource Management Act. We don't want that to stop us from doing what our district needs, and spatial planning helps ensure we are fit for the future, no matter how the reform plays out.



Our draft numbers have us looking to collect \$2.78 million more in rates revenue in the year ahead (2021/22), which means we are looking at a 6.7% average rates increase in Year 1. This is the net impact after we factor in growth as we have more ratepayers to spread these costs over.

Creating a long-term plan is a mammoth undertaking but has been made a lot easier by the significant impact made by you, our community. Thank you.

We look forward to continuing to work alongside you as we put this plan into action.

Ngā mihi



**Tim Cadogan**

Mayor



**Sanchia Jacobs**

Chief Executive Officer

# Our Activities

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This section provides an 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.

Governance and 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, what we have planned and why, what you can expect from us, and a breakdown of the costs involved.







# Three Waters

Water, Wastewater and Stormwater





# Water

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## About our Activity

Our vision for water services is to deliver safe and wholesome water supplies that support a healthy community and environment.

Council provides potable water to properties within nine water schemes.

### THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES



## Looking Ahead

Completing water treatment upgrades to meet the New Zealand Drinking Water Standards remains a key focus. Within the first three years of this Long-term Plan (LTP), Council expects all of Council-provided water supplies to be fully compliant with the New Zealand Drinking Water Standards (the Standards).

Work is underway to upgrade the Clyde and Alexandra water supplies to meet the Standards. This will involve construction of a new treatment plant at Lake Dunstan that will treat water to both of these towns, with the potential to also supply rural residential areas in the Springvale area in the future. We expect construction of the new treatment plant be completed in early 2022.

Investigations and design have progressed on upgrading the Omakau/Ophir water supplies to meet the Standards. We expect construction of a new borefield, pipeline and treatment plant to be completed in 2021.

Investigations and design of upgrades to the Patearoa and Ranfurly supplies are also progressing. Design will be finalised in 2021, and these projects will then progress to construction.

Upgrades to the Naseby Water Treatment plant will be completed in 2021, which will make this scheme compliant.



Investigations on a new bore site are progressing at Roxburgh. Construction of the new bore is programmed for 2022. This is expected to enable the existing Roxburgh treatment plant to achieve compliance.

Investigation work has commenced for upgrading Cromwell water treatment, and detailed design will commence in 2021, with construction between 2022 and 2024. The Pisa supply will be connected to the Cromwell supply in 2023-25.

Council has been investing in hydraulic modelling of the networks to improve understanding of growth impacts. More advanced measurement devices will be installed in the next three years to improve understanding of demand on sections of individual networks. This work will feed into updated models and refine designs for future capacity upgrades. This is particularly relevant for the Cromwell water network to support the new spatial plan, high growth, and increased density of housing.

In addition to planning for growth, we are also planning for improvements to the resilience of our schemes to ensure supplies are able to withstand natural events and effects of climate change.

We are also bringing forward \$4.9 million worth of work that would have otherwise had to be ratepayer-funded through government water stimulus funding.

Meeting the additional demands of legislative change and delivery reform, and keeping our community informed as that reform process evolves, will also be a key focus for the first three years of this Long-term Plan.

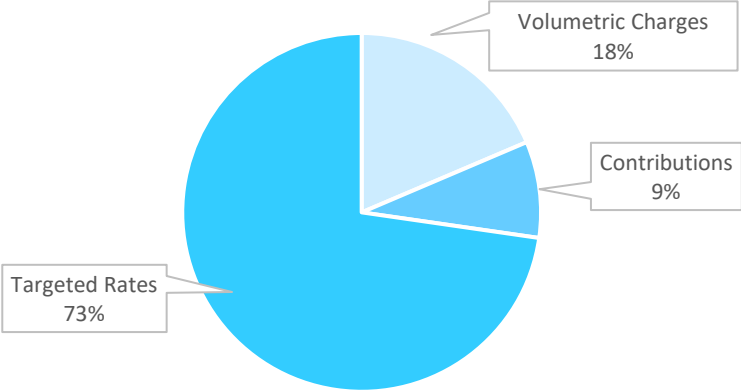
### Significant Negative Effects

Significant negative effect	How we are addressing this
<p>A contamination event in a water supply would have significant health and economic consequences. Boil water events create health risks, have economic consequences on residents and businesses, and cause inconvenience.</p>	<p>Within the first three years of this LTP, Council expects all of Council-provided water supplies to be fully compliant with the New Zealand Drinking Water Standards. As well as treatment upgrades, we are also turning our focus to build resilience into these networks.</p>

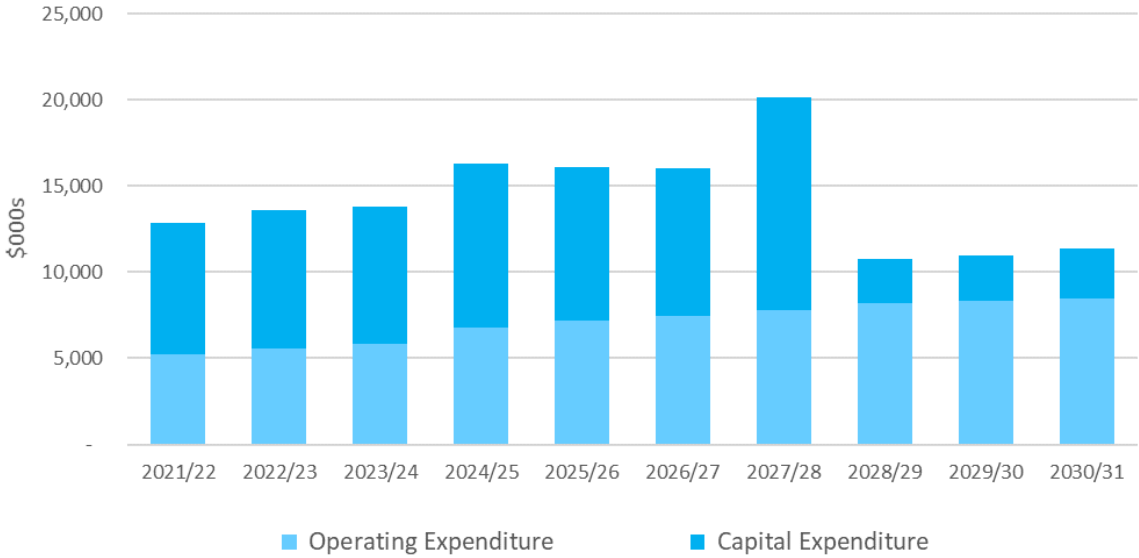
# How we pay for Water

**14%**  
of rates is spent  
on water

## How is water paid for?



## How much does water cost?



## What you can expect from us – Water

Community outcome	Our objective level of service	DIA measure*	How we measure success	Our aim years 1-3	Our aim years 4-10
Thriving Economy	Provide a fully accessible and reliable water network	✓	The percentage of real water loss from the network reticulation system (leaks, metering inaccuracies)	Target current annual real losses from the networked reticulation system ≤ 30% of water produced	Target current annual real losses from the networked reticulation system ≤ 30% of water produced
Sustainable Environment	Provide an efficient water network	✓	Fault response time to urgent callouts Attendance:  Resolution:	Target median time to get to site ≤ 1 hour Target median time to resolve ≤ 4 hours	Target median time to get to site ≤ 1 hour Target median time to resolve ≤ 4 hours
		✓	Fault response time to non-urgent callouts Attendance:  Resolution:	Target median time to get to site ≤ 8 hours Target median time to resolve ≤ 24 hours	Target median time to get to site ≤ 8 hours Target median time to resolve ≤ 24 hours
		✓	The average consumption of water per day per resident	To maintain water demand at <600 L/person/day	To maintain water demand at < 600 L/person/day
		✓	Total number of customer complaints for: <ul style="list-style-type: none"> <li>• Water clarity</li> <li>• Water taste</li> <li>• Water odour</li> <li>• Water pressure and flow</li> <li>• Continuity of water supply</li> </ul>	≤ 13 per 1,000 connections	≤ 13 per 1,000 connections

Community outcome	Our objective level of service	DIA measure*	How we measure success	Our aim years 1-3	Our aim years 4-10
			<ul style="list-style-type: none"> <li>Responses to water service requests</li> </ul>		
Connected Community	Provide a safe and healthy water network	✓	Compliance with the NZ Drinking Water Standards	Part 4: Bacterial Compliance All schemes to comply	Part 4: Bacterial compliance All schemes to comply
			Part 5: Protozoal:	Part 5: Protozoal compliance Omakau to comply 2022 Naseby to comply 2022 Alexandra/Clyde (Lake Dunstan Water Supply) to comply 2022 Patearoa to comply 2023  Ranfurly to comply 2023 Cromwell/Pisa to comply 2023	Part 5: Protozoal compliance All schemes to comply

\* Department of Internal Affairs mandatory non-financial performance measure

# Wastewater

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## About our Activity

Our vision for wastewater services is to deliver safe and compliant wastewater networks that support a healthy community and environment.

Council's wastewater service enables the collection, conveyance, treatment and disposal of wastewater within seven schemes across the district. Each scheme pumps, reticulates and treats the wastewater generated by households, businesses and industrial processes.

### THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES



He Ōhaka e Ora Kāia ana  
Thriving Economy



Toitū te Whenua  
Sustainable Environment



He Hapori, He Haumi  
Connected Community

## Looking Ahead

Reducing the environmental impacts of all our wastewater schemes in line with the Government's essential freshwater programme, and an increased focus on resilience are our key priorities for the wastewater network.

Council has been investing in hydraulic modelling of the wastewater networks to improve understanding of growth impacts. We have resilience work programmed within the next four years to improve pump station capacity, provide emergency generation and reduce the risk of wastewater overflows occurring.

In Year 1, the first stage of constructing a reticulated wastewater system for Clyde will be completed. This focuses on the commercial area and the oldest part of the town. This major project, which has been split into three stages, was consulted on during our 2018-28 Long-term Plan.

We will undertake work between 2021-2026 on upgrading the Alexandra wastewater treatment plant so it can accommodate the increased capacity from stage 2 of the Clyde wastewater scheme.



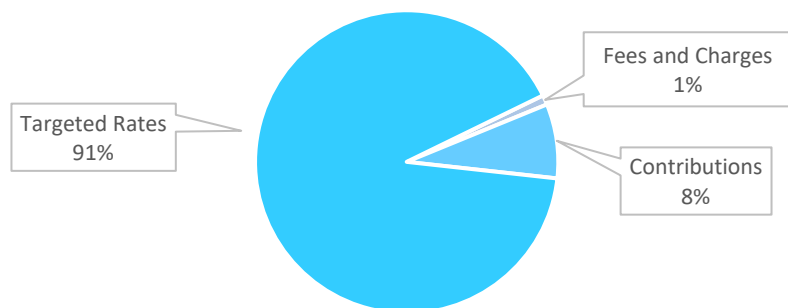
## Significant Negative Effects

Significant negative effect	How we are addressing this
Wastewater discharges can have a negative effect on the environment and public health if they are not treated to an appropriate standard.	Reducing the environmental impacts of all our wastewater schemes in line with the Government's essential freshwater programme is a priority in this 10-Year Plan.
Wastewater overflows due to blockages, pump failure or power outages also have a negative effect.	Resilience work is programmed within the next four years to improve pump station capacity, provide emergency generation and reduce the risk of wastewater overflows occurring.

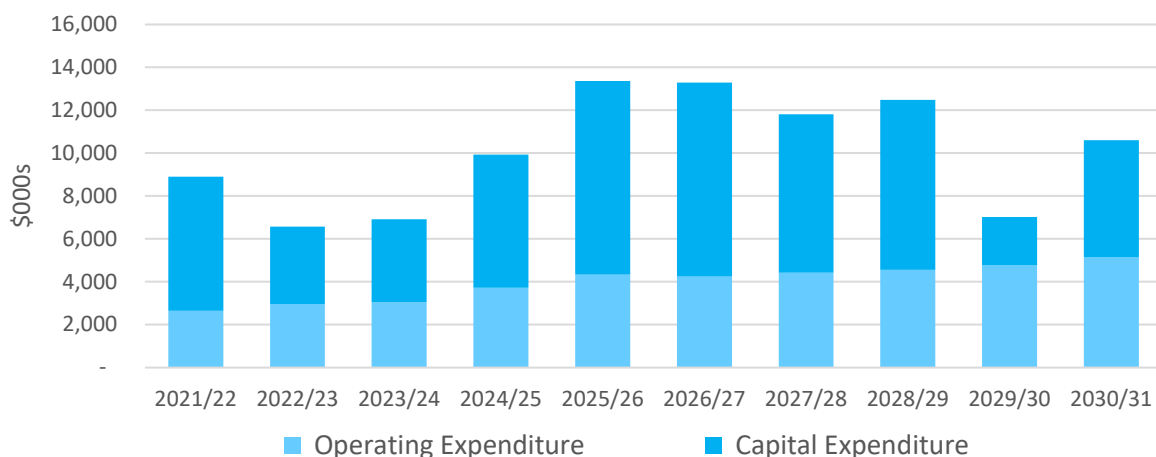
## How we pay for Wastewater



### How is wastewater paid for?



### How much does wastewater cost?



## What you can expect from us – Wastewater

Community outcome	Our objective level of service	DIA measure*	How we measure success	Our aim years 1-3	Our aim years 4-10
Thriving Economy	Provide an efficient, accessible and reliable wastewater network	✓	Total number of complaints for: <ul style="list-style-type: none"> <li>• Odour</li> <li>• Faults</li> <li>• Blockages</li> <li>• Responses to wastewater service requests</li> </ul>	Total number of complaints ≤ 10 per 1,000 connections	Total number of complaints ≤ 10 per 1,000 connections.
Sustainable Environment	Provide a safe and compliant wastewater network	✓	Compliance with discharge consents	Abatement notices - 0	Abatement notices - 0
				Infringement notices - 0	Infringement notices - 0
				Enforcement orders - 0	Enforcement orders - 0
			Convictions - 0	Convictions - 0	
			Fault response times: Attendance:	Target median time to get to site ≤ 1 hour	Target median time to get to site ≤ 1 hour
	Target median time to resolve the problem ≤ 4 hours	Target median time to resolve the problem ≤ 4 hours			
Connected Community	Provide a safe and compliant wastewater network	✓	Resolution: Number of dry weather sewerage overflows from sewerage scheme	Number of dry weather sewerage overflows ≤ 1 per 1,000 connections	Number of dry weather sewerage overflows ≤ 1 per 1,000 connections

\* Department of Internal Affairs mandatory non-financial performance measure

# Stormwater

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## About our Activity

Our vision for stormwater service is to deliver safe and compliant stormwater networks that support a healthy community and environment.

The stormwater activity enables the collection, conveyance, and disposal of stormwater within the following towns across the district: Cromwell, Alexandra, Roxburgh, Omakau and Ranfurly. These towns have reticulated stormwater systems to manage drainage and prevent flooding. Stormwater in these towns is conveyed directly to waterways using piped infrastructure, natural water courses and open channels. The remaining towns have mud tanks connected to soak pits, or open channels, with culverts across roads. This infrastructure is maintained as part of the roading activities.

### THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES



He Ōhaka e Ora Rāia ana  
Thriving Economy



Toitū te Whenua  
Sustainable Environment



He Hapori, He Haumi  
Connected Community

## Looking Ahead

Renewal expenditure in the next 10-years will be focussed on addressing discharge infrastructure.

Central Otago has traditionally had low rainfall, and minimal stormwater discharges to waterways. However, analysis we commissioned on climate change impacts on our district has signalled we can expect higher intensity and more frequent extreme rainfall events, so we will be investigating how we improve and build resilience in our systems to cope with this.

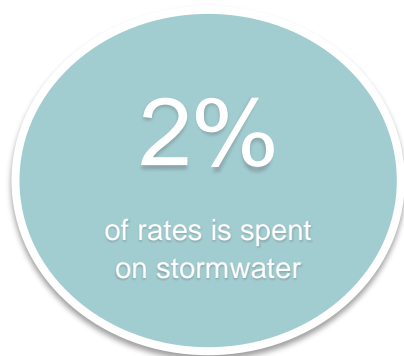
In the next three years, Council will collect a detailed inventory of discharge locations and undertake flow monitoring to identify where further work may be required to improve environmental outcomes.

Council expects to be able to accommodate improvements required for environmental reasons, or upgrades for climate change within the renewals programme in the 30-year plan.

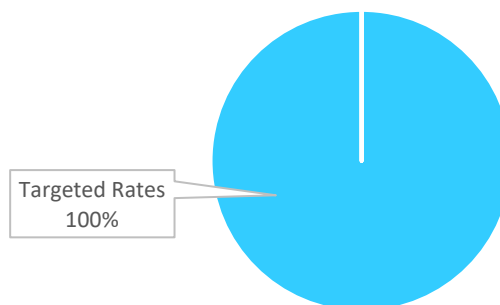
## Significant Negative Effects

Significant negative effect	How we are addressing this
Flooding of property or homes can result when stormwater infrastructure does not have sufficient capacity for rainfall events.	Council will review our stormwater network and the implications of climate change on this in the future and looking to build resilience.
Stormwater discharges can have negative effects on the waterways.	In the next three years, Council will collect a detailed inventory of discharge locations and undertake flow monitoring to identify where further work may be required to improve environmental outcomes.

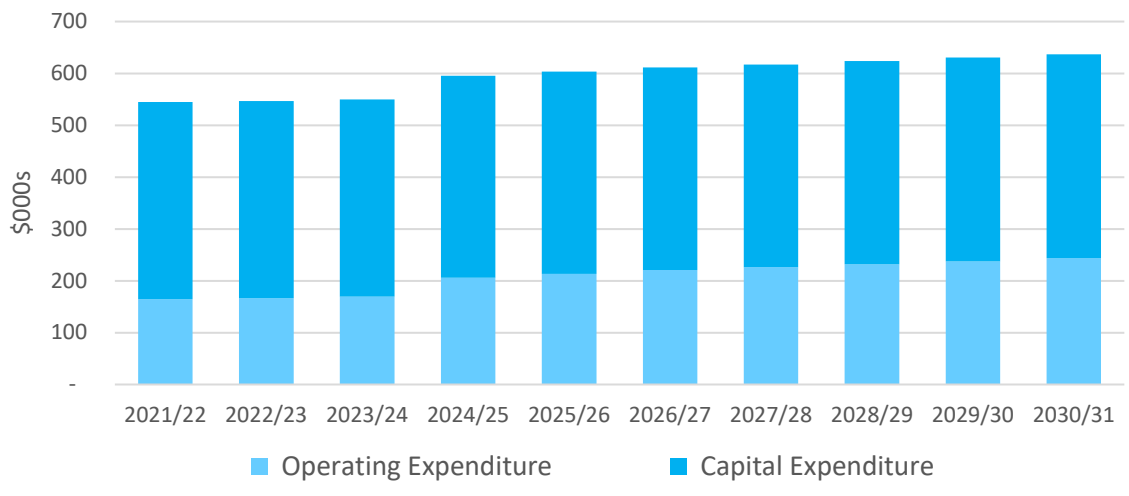
## How we pay for Stormwater



### How is stormwater paid for?



### How much does stormwater cost?





## What you can expect from us - Stormwater

Community outcome	Our objective level of service	DIA measure*	How we measure success	Our aim years 1-3	Our aim years 4-10
Sustainable Environment	Provide an efficient, full accessible and reliable stormwater network	✓	Compliance with discharge consents	Abatement notices - 0	Abatement notices - 0
				Infringement notices - 0	Infringement notices - 0
				Enforcement orders - 0	Enforcement orders - 0
				Convictions - 0	Convictions - 0
Connected Community	Provide a safe and compliant stormwater network	✓	Number of flooding events that occurred	Nil	Nil
			Number of habitable floors affected in flooding events	Target number of habitable floors affected ≤ 1 per 1,000 properties per flood event	Target number of habitable floors affected ≤ 1 per 1,000 properties per flood event
			Response time to attend flood events	Target median time to get to site ≤ 1 hour	Target median time to get to site ≤ 1 hour
			Number of complaints received about stormwater performance	Total number of customer complaints ≤ 2 per 1,000 properties	Total number of customer complaints ≤ 2 per 1,000 properties

\* Department of Internal Affairs mandatory non-financial performance measure





**Roading**





## About our Activity

We work to ensure an efficient, fully accessible, safe network of roads and footpaths for our Central Otago community.

Our roading activity enables the movement of goods, people and services across our district, essential for our social, cultural and economic well-being, and we are committed to being innovative and environmentally-conscious in our service delivery.

We currently have 1,935km of maintained roads, with 1,779km of rural roads and 158km of urban streets. 72% of our roads are unsealed, a total length of 1,407km. We have 179 bridges, 179km of formed footpaths, and approximately 6.5 hectares of formed car parks across the district that are owned and maintained by Council.

### THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES



He Ōhaka e Ora Rāia ana  
Thriving Economy



Toitū te Whenua  
Sustainable Environment



He Hapori, He Haumi  
Connected Community

## Looking Ahead

We currently have one of the lowest cost roading networks in New Zealand, in terms of cost/km for maintenance and renewal. These costs are shared between Council who fund 49% of the costs, and Waka Kotahi New Zealand Transport Agency who fund 51% of the costs.

Our costs are increasing at a rate higher than inflation. This is due to the length of our network increasing from land development and increased traffic, reduced access to gravel due to land use change, and an ageing bridge network. Council had planned to increase funding in 2021 to 2024 to meet these increased costs. In order for this to happen, Waka Kotahi needed to agree to this increase.

Council was advised in June that the level of increased funding proposed in the draft Long-term Plan for 2021 to 2024 will not be met by Waka Kotahi. While the level of Waka Kotahi funding investment into the programme is lower than originally proposed, the level of investment by Council has increased by \$450,000 across 2022 and 2023 from what was consulted in the draft Long-term Plan.

In order to manage the implications of a reduced subsidised programme, the management of pest plants, and cleaning of streets in urban areas will be fully funded by Council for the 2021-24 period, without Waka Kotahi subsidy.



The investment into renewals of footpaths has been reduced from \$450,000 per annum to \$300,000 for the 2021-24 period. The investment of \$240,000 per annum into reconstruction of sections of sealed roads which are in poor condition will be deferred for three years.

The deferral of investment into renewals will have minimal level of service impact in the short term, but may result in an increased renewal programme being required in future years.

Central Otago has 179 bridges with 72 expected to reach the end of their economic life within the next 30 years. Many of these are on low volume roads where alternative routes exist. The economic viability of replacement options needs to be considered. Detailed structural inspections are underway, and impact assessments will be undertaken during 2021 to inform community discussion regarding the shape of the bridge network in the future.

Growth is increasing traffic volumes in urban centres, on unsealed roads and bridges, and development is increasing the length of road that needs to be maintained. There is approximately 850m of new urban streets, and 2 to 3km of rural sealed road being vested in Council each year. This is increasing both operational and renewal costs.

Projects to enhance the cycling experience and safety for visitors and locals are planned between 2021-22 and 2025-26. These include a dedicated cycle path on Alexandra Bridge, and forming connections from Clyde and Cromwell to the new Lake Dunstan Cycle Trail.

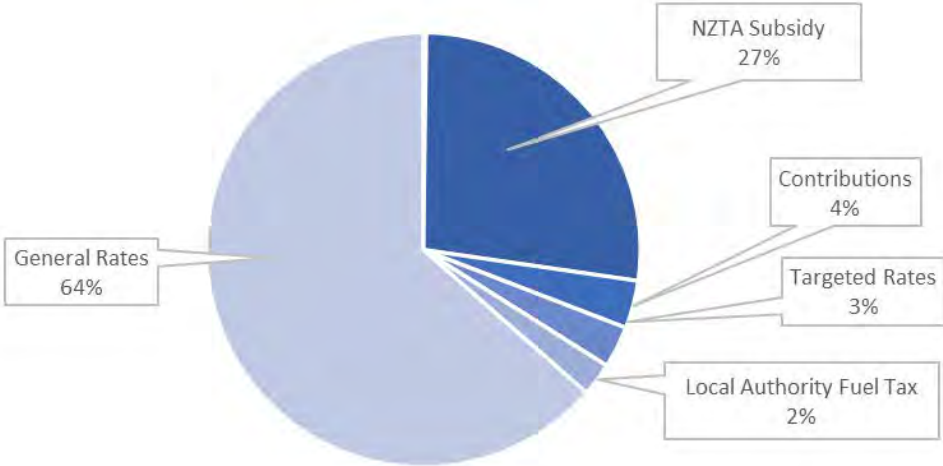
### Significant Negative Effects

Significant negative effect	How we are addressing this
Activity on the roading network generates noise and can impact on air quality. This includes dust from unsealed roads.	<p>Actively programming works to remove dust, vibration and noise by applying dust suppression treatments to eligible homes that are within close proximity of unsealed roads.</p> <p>Continually reviewing grading programmes to ensure resource optimisation.</p> <p>Undertaking gravel strategy to ensure appropriate materials are supplied to our unsealed network.</p>
Street lighting can have a detrimental effect on properties and the night sky.	All new street lighting to be dark sky approved/friendly luminaries within a suitable Kelvin rating to reduce light pollution.
Crashes on the network can result in injury or death.	<p>Active road safety promotion to key areas in conjunction with Waka Kotahi New Zealand Transport Agency.</p> <p>Ensuring Council utilises available relationships, crash data and statistics to promote improvement projects in an active effort to improve road safety.</p>

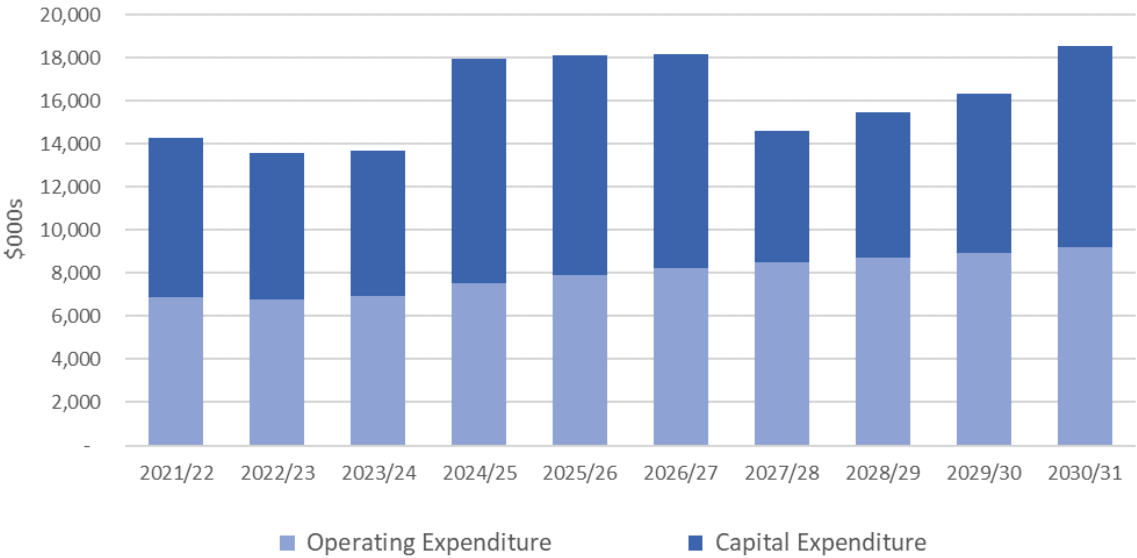
# How we pay for Roding

**13%**  
of rates is spent  
on roding

## How is roding paid for?



## How much does transport cost?



## What you can expect from us - Roading

Community outcome	Our objective level of service	DIA measure*	How we measure success	Our aim Years 1-3	Our aim Years 4-10
Thriving Economy	Provide an efficient roading network		Average length of time to issue a consent for access to a road	≤ 2 days	≤ 2 days
		✓	The average quality of ride on the sealed road network, measured by smooth travel exposure	Smooth Travel Exposure ≥ 90%	Smooth Travel Exposure ≥ 90%
		✓	Percentage of sealed local road network that is resurfaced	> 3.9% of sealed road length resurfaced per annum	> 3.9% of sealed road length resurfaced per annum
		✓	Number of service requests from customers responded to within 10 days	≥ 90%	≥ 90%
Connected Community	Provide a safe roading network	✓	Change from previous year in number of fatalities and serious injury crashes on local roading network	Stable or decreasing trend	Stable or decreasing trend
Sustainable Environment	Provide a fully accessible roading network	✓	The percentage of footpaths that fall within the Council's level of service standard for the condition of footpaths	> 70%	> 70%
			Customer satisfaction with condition of unsealed roads	To maintain customer satisfaction at or above 70%	To maintain customer satisfaction at or above 70%

\*Department of Internal Affairs mandatory non-financial performance measure.





# Environmental Services





## About our Activity

Central Otago's vision for waste is to move towards zero waste and a sustainable Central Otago. Our goals are to improve the efficiency of resource use and reduce the harmful effects of waste. Working together with our community we can achieve more effective and efficient waste management and minimisation in our district.

Through our waste activities, we collect and dispose of your rubbish and recyclable material, and provide access to transfer stations, greenwaste sites and recycling drop-off facilities. We also provide education initiatives in the community to increase sustainability and minimise waste.

Council has developed a sustainability vision:

*A great place to live, work and play, now and into the future*

Our Environmental Services team takes the lead in this space, supporting our wider organisation on activity to help us achieve the following goals:

- Being customer friendly, having enabling policies and appropriate infrastructure
- Supporting improvement and diversification of skills, industries and experiences
- Providing Council services while managing the associated environmental impacts
- Enabling development while managing the associated environmental effects
- Affordable and equitable provision of services to promote well-being
- Managing change while protecting and enhancing our culture, heritage and landscape.

### THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES



He Ōhaka e Ora Rāia ana  
Thriving Economy



Toitū te Whenua  
Sustainable Environment



He Hapori, He Haumi  
Connected Community

## Looking Ahead

All solid waste levels of service will be reviewed as part of this Long-term Plan (LTP) process. Our contracts for transfer station operation, kerbside rubbish collection, recycling and glass collection, and Wastebusters' recycling drop-offs are set to expire 30 June 2023.

During Year 1 of this LTP (2021-22) we will be starting community conversations and seeking feedback on every aspect of how we deliver our waste management and minimisation activity – including what bins we provide, what size, frequency of collections, and collection routes.

Two key capital projects that have been identified for further investigation during Year 2 are the Cromwell Transfer Station upgrade and greenwaste processing.

The Cromwell Transfer Station is no longer meeting community demands as a result of significant growth in the area and the age of the asset. Options will be explored and costed for demolition and construction, a potential reuse store, safer ways of dropping off rubbish, and improved recycling, greenwaste and hardfill facilities.

Council is also keen to consider some form of district-wide greenwaste collection system, where the greenwaste could then be mulched and composted and available for community reuse.

A sustainability strategy has been developed to focus on issues Council directly controls in the first instance and our Environmental Services team takes a lead role in driving this organisation-wide strategy. Council influences the sustainability of our community through both the services we provide and the regulatory processes we apply.

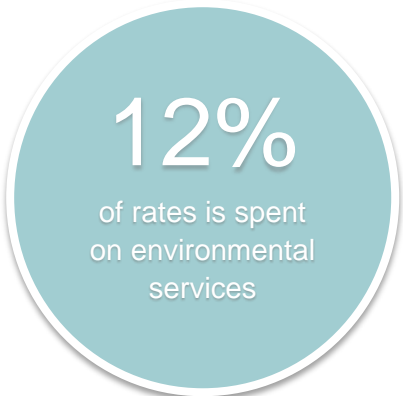
The way we provide infrastructure services can have a direct environmental impact. Community services such as libraries, parks and community centres are important social foundations within our communities. Our regulatory processes are designed to mitigate the impacts of today's development on our future. As well as providing infrastructure, and enabling sustainable development, our consenting and licensing functions also impact the local economy.

There are opportunities across all of these activities to reduce our carbon footprint, reduce environmental impacts and streamline our business processes. By getting our own house in order first, we can better lead the community in wider sustainability discussions.

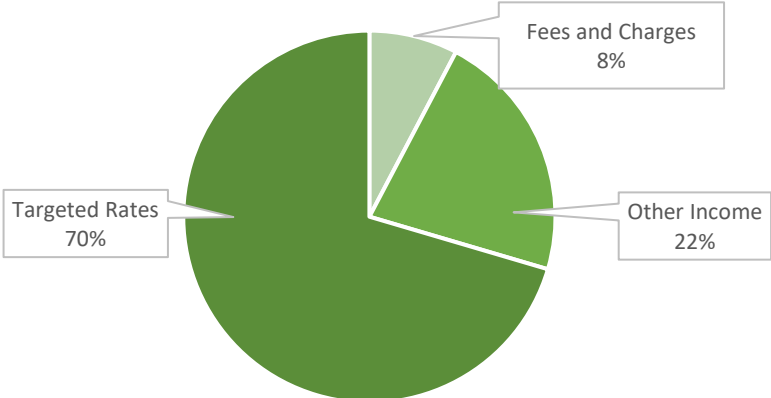
### Significant Negative Effects

Significant negative effect	How we are addressing this
<p>The effectiveness of our waste service impacts on the environment. If our service does not meet demand, or costs become too unaffordable, then waste can be inappropriately disposed of. This causes environmental and health impacts.</p>	<p>Our Waste Management and Minimisation Plan focuses on mitigating any negative impacts and seeks to reduce the volume of refuse and increase the volume of recycling.</p> <p>Council has employed a Waste Minimisation Officer to focus on education.</p> <p>Our new Solid Waste Bylaw gives us an enforcement option.</p>
<p>The consumption of resources to deliver services can have a negative environmental effect.</p>	<p>The actions within our Sustainability Strategy 2019-2024 focus on opportunities across all our activities to reduce our carbon footprint, reduce environmental impacts and streamline our business processes.</p>

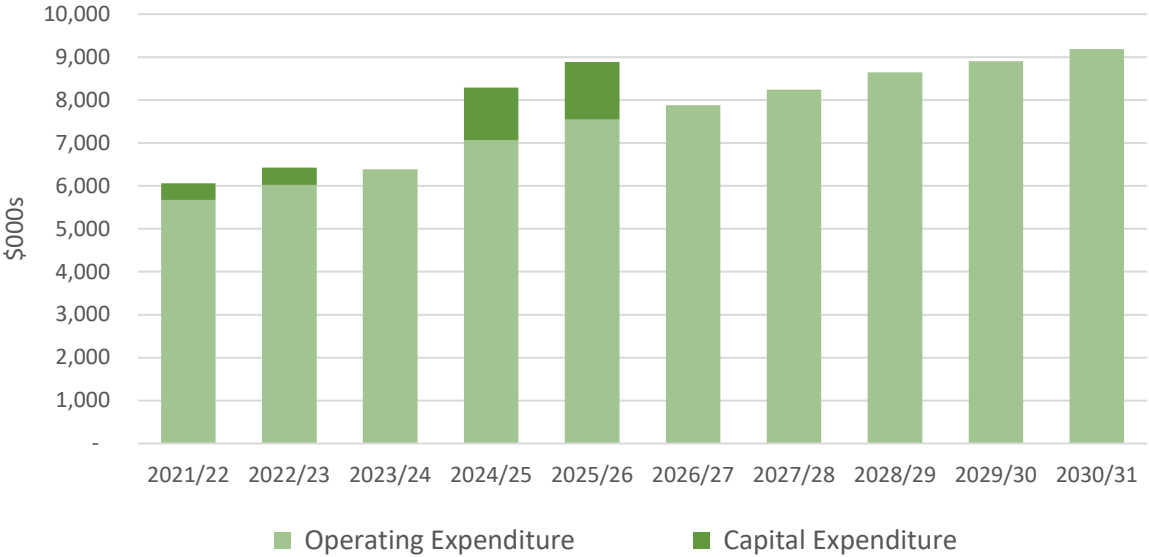
# How we pay for Environmental Services



## How is Environmental Services paid for?



## How much does Environmental Services cost?





## What you can expect from us – Environmental Services

Community outcome	Our objective level of service	How we measure success	Our aim years 1-3	Our aim years 4-10
Sustainable environment	Improving the Efficiency of Resource Use	Total amount of waste to landfill per rateable property	Incremental year-on-year reduction (measured as rubbish + recycling)	Incremental year-on-year reduction (measured as rubbish + recycling)
		Customer satisfaction with waste services measured through customer survey	Incremental increase	Incremental increase
	Carbon Footprint reduction	Annual carbon footprint measurement using CEMARS process	Incremental reduction or set annual reduction target	Incremental reduction or set annual reduction target
Connected community	Provide compliant waste systems and facilities	Compliance with resource consents for transfer stations, closed and operational landfills	Incremental percentage improvements	Incremental percentage improvements





# Planning and Regulatory





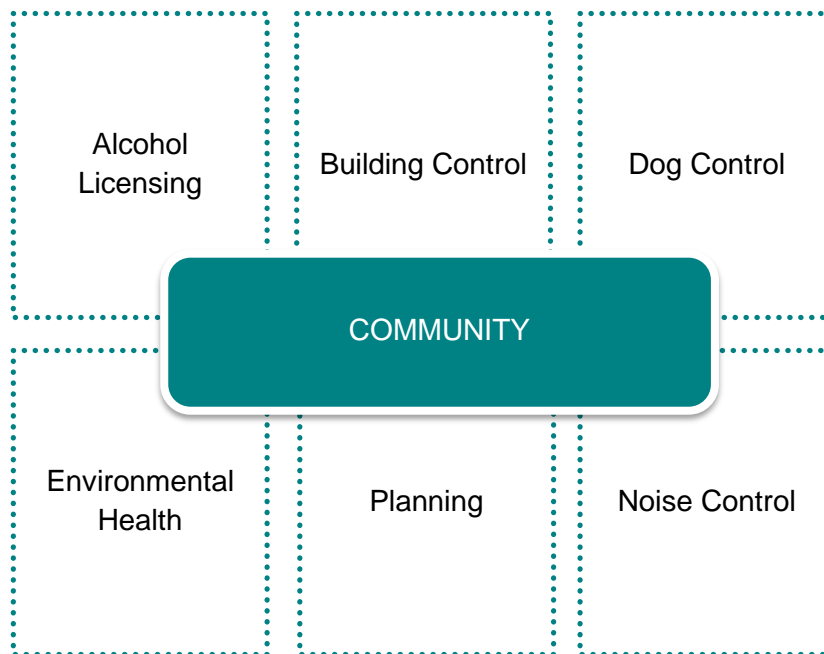
## About our Activity

Our regulatory service is important to help protect public safety and the environment, minimise the risk of nuisance and ensure customers meet their statutory requirements.

We deliver the regulatory service in a variety of ways, including processing building consents and alcohol licence applications. We also monitor and audit registered food businesses, and ensure dogs are registered and kept under control.

Our planning function includes the preparation, review and administration of the District Plan. The District Plan is the framework used for the processing of resource consents. We monitor conditions of resource consents and compliance with District Plan provisions to ensure any effects on the environment are managed appropriately.

The activities of the service include:



### THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES



He Ōhaka e Ora Rāia ana  
Thriving Economy



Toitū te Whenua  
Sustainable Environment



He Hapori, He Haumi  
Connected Community

## Looking Ahead

The District Plan is in the early stages of review and the Council has prioritised work on Cromwell and Alexandra-Clyde to address growth pressures. We also have to prepare for, respond to and implement changes to legislation, including digital district plan functionality, National Planning Standards, national policy statements and National Environmental Standards.

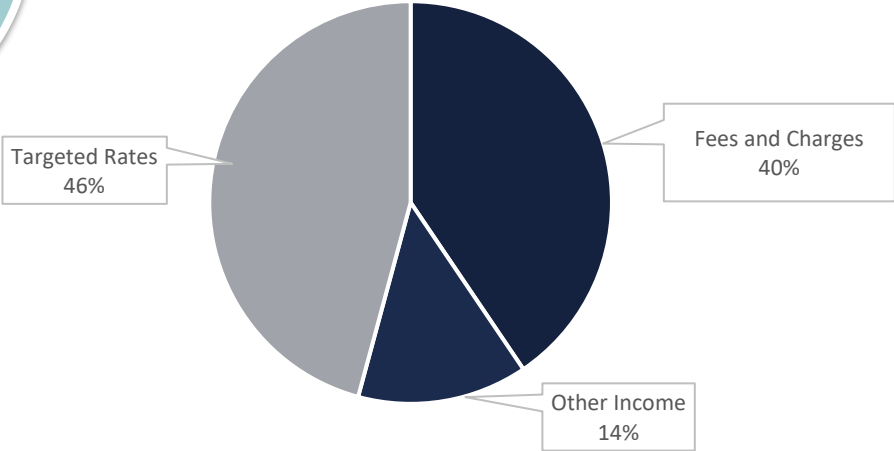
## Significant Negative Effects

There are no significant negative effects relating to this activity.

## How we pay for Planning and Regulatory

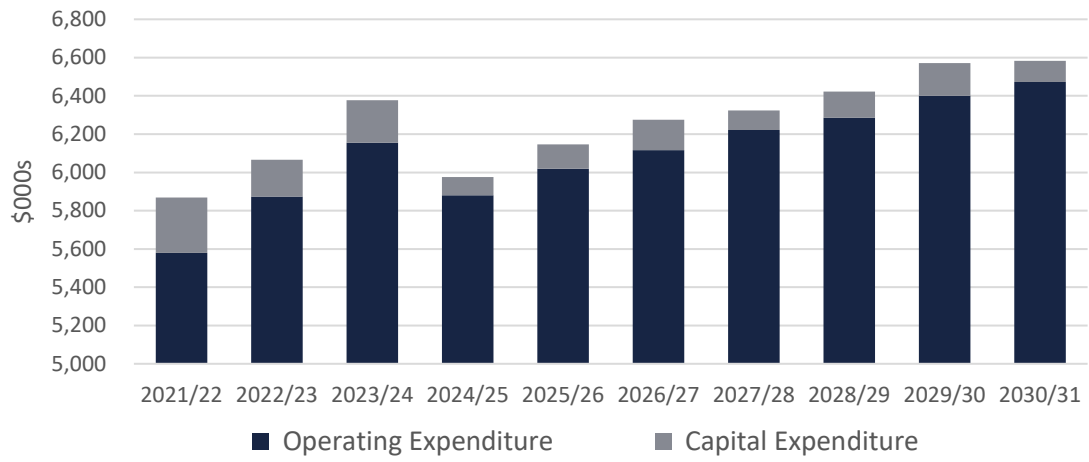


How is Planning and Regulatory paid for?





### How much does Planning and Regulatory cost?



## What you can expect from us – Planning and Regulatory

Community outcome	Our objective level of service	How we measure success	Our aim years 1-3	Our aim years 4-10
<b>Planning</b>				
Thriving economy Sustainable environment	To enable people to develop their land in an appropriate way through a streamlined and cost-effective consent process	Customer satisfaction with resource consent process in customer survey	Maintain customer satisfaction $\geq 75\%$	Maintain customer satisfaction $\geq 75\%$
		Resource consents processed within statutory timeframes	Resource consents processed within statutory timeframe $\geq 95\%$	Resource consents processed within statutory timeframe $\geq 95\%$
<b>Building Services</b>				
Thriving economy Connected community	To maintain the ability to issue building consents	Through maintaining the Building Consent Authority accreditation	To maintain under Building Consent Authority accreditation	To maintain Building Consent Authority accreditation
	To enable customers to build in an appropriate way through a timely consent process	Percentage of building consents issued within the statutory timeframe	To achieve $\geq 97\%$ of building consents issued within the statutory timeframes	To achieve $\geq 98\%$ of building consents issued within the statutory timeframes
	To provide customers with LIM reports and a timely service	Percentage of LIMs issued within the statutory timeframe	To achieve $\geq 99\%$ of LIMs issued within the statutory timeframes	To achieve $\geq 99\%$ of LIMs issued within the statutory timeframes
<b>Environmental Health</b>				
Thriving economy Connected community	To assist food business operators to meet their obligation of selling safe and suitable food. This will be achieved through education and verifying and enforcing the requirements of the Food Act 2014	Percentage of applications for the registration of food businesses completed within 10 working days	To achieve $\geq 90\%$ of applications for the registration of food businesses completed within 10 working days	$\geq 95\%$ of applications for the registration of food businesses are completed within 10 working days

Community outcome	Our objective level of service	How we measure success	Our aim years 1-3	Our aim years 4-10
		Percentage of food business verifications carried out within the required Food Act 2014 performance-based verification frequency	To achieve ≥ 90% of food business verifications being carried out within the required Food Act 2014 performance-based verification frequency	To achieve ≥ 95% of food business verifications being carried out within the required Food Act 2014 performance-based verification frequency
		Percentage of corrective action requests and improvement notices resulting from non-conformances / compliances are completed within the specified period	To achieve ≥ 90% of corrective action requests and improvement notices resulting from non-conformances / compliances being completed within the specified period	To achieve ≥ 95% of corrective action requests and improvement notices resulting from non-conformances/compliances being completed within the specified period





# Pools, Parks and Cemeteries





## About our Activity

Access to parks, reserves, rivers and recreational facilities is important for our communities' well-being and maintaining a variety of high-quality open spaces helps to make our district an attractive place to live, work and play. Our swim centres provide a place for people to recreate and learn to swim, particularly for our young people. We manage the Cromwell Pool and Alexandra Pool directly, along with a summer pool in Ranfurly.

Council's parks and recreation team also looks after 13 sports grounds and domains, eight cycling and walking tracks, three skateboard facilities, a bike park, approximately 7,000 trees, 31 playgrounds, and we maintain 268 hectares of reserve land.

The provision of cemeteries is an important function which we undertake on behalf of the community. We are responsible for nine cemeteries in our district, and cemetery trusts manage the other cemeteries.

### THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES



He Ōhaka e Ora Rāia ana  
Thriving Economy



Toitū te Whenua  
Sustainable Environment



He Hapori, He Haumi  
Connected Community

## Looking Ahead

The following significant projects have been planned within this Long-term Plan to support particularly the social and cultural well-being of our community.

- Irrigation – we are undertaking a programme to take reserves off town supply throughout the district. This will be ongoing throughout the 10 years of the plan
- Responding to increased growth contributing to a new open space network. \$90,000 in Year 1
- Dealing with wilding pines on Council property – \$150,000 over Years 1-3
- Playgrounds – upgrades include Ranfurly's John Street playground \$150,000 for new equipment in Year 2, plus under-surfacing upgrades at various playgrounds throughout the district over the 10 years
- Alexandra River Park – Council's contribution to this community-led project to rejuvenate lower Tarbert Street by creating a new public space at the junction of the Clutha-Mata-au and Manuherekia rivers is \$50,000 in Year 1, \$300,000 in Year 2 and \$300,000 in Year 3
- Omakau tennis / hockey court resurface \$140,000 in Year 2
- Omakau Hub - Council's financial contribution to this community-led collaborative project will be \$1 million in Year 3. A new purpose-built multi-use community facility



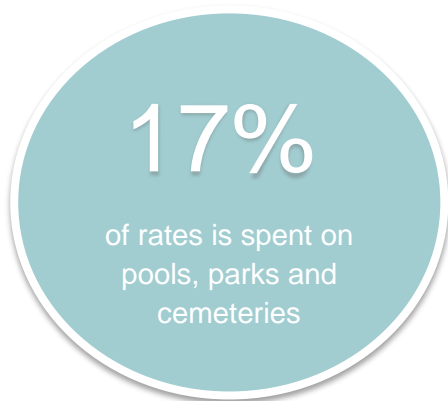
will be built at the Omakau Recreation Reserve, to replace the old hall and rugby clubrooms and cater for the needs of the town and surrounding communities

- New water filter for Cromwell Pool – Year 3, \$300,000
- Roxburgh Pool \$500,000 in Year 1 plus increased operational grant of an additional \$16,000 over and above the existing \$16,000 grant from Year 2.

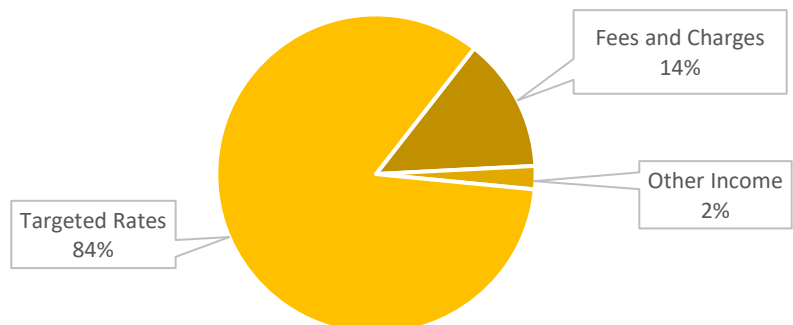
## Significant Negative Effects

Significant negative effect	How we are addressing this
Keeping our lawns and gardens green requires a high volume of water for seasonal irrigation.	Current community demand is for irrigated lawns and gardens. Council will reduce the cost of supplying this water by sourcing non-reticulated water for the irrigation of green spaces.

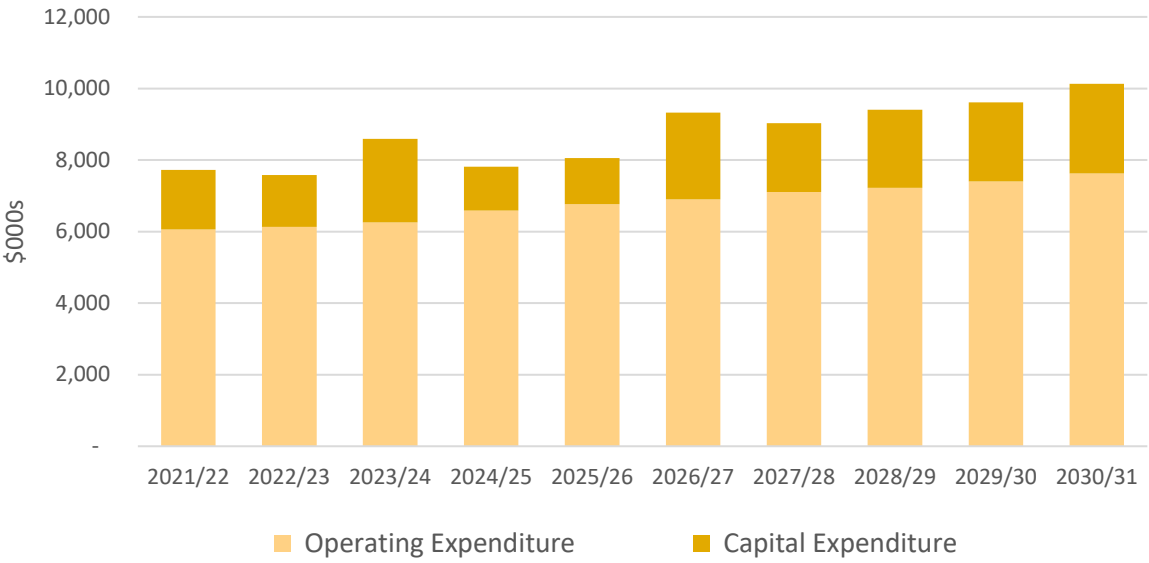
## How we pay for Pools, Parks and Cemeteries



### How is Pools, Parks and Cemeteries paid for?



### How much does Pools, Parks and Cemeteries cost?



## What you can expect from us – Pools, Parks and Cemeteries

Community outcome	Our objective level of service	How we measure success	Our aim years 1-3	Our aim years 4-10
Thriving Economy Sustainable Environment	Parks and reserves are maintained and operated so that they look good and meet the needs of users	Percentage of customer survey respondents satisfied with parks and reserves	Maintain satisfaction with parks and reserves $\geq$ 85%	Maintain satisfaction with parks and reserves at above 90%
		Percentage of customer survey respondents satisfied with cemeteries and the burial process	Maintain satisfaction with cemeteries and the burial process $\geq$ 90%	Maintain satisfaction with cemeteries and the burial process at above 90%
Connected Community	Playgrounds in the district have equipment that is fun and educational	Percentage of customer survey respondents satisfied with playgrounds	Maintain satisfaction with playgrounds $\geq$ 85%	Maintain satisfaction with playgrounds at above 90%
	Central Otago playgrounds are maintained to meet the NZ Playground Safety Standards	Annual "Playground Safety Standards" audit	To pass	To pass
Thriving Economy Connected Community	To provide aquatic facilities including a range of programmes that meet the needs of the majority of the community	Percentage of customer survey respondents satisfied with pools and the programmes offered	Maintain user satisfaction $\geq$ 90%	Maintain user satisfaction $\geq$ 90%
	Aquatic facilities are managed to NZ Water Safety Council "Pool Safe" Standards	Annual "Pool Safe" audit	To pass	To pass



# Property and Community Facilities





## About our Activity

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

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, to meet the needs of the community and visitors to our district.

We provide a main operational office and customer service centre in Alexandra, and service centres in Cromwell, Ranfurly and Roxburgh.

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 hangars with a residential annexe. In Alexandra, 26 hangar or hangar and residential leases have been issued with five sites still to be built on and building underway on another two. A draft Alexandra Airport Masterplan is nearing completion, which will provide direction for future types of activity on the aerodrome and appropriate locations for development. Thirteen leases are also in place for hangar only sites at Cromwell Aerodrome with potential for another 7 to 10 sites.

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 hold a number of land parcels, currently being used as forestry blocks. These forests also provide an amenity value for the community for walking and biking. Some have potential for other land use in the future as recognised by their zonings in the District Plan.

### THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES



He Ōhaka e Ora Rāia ana  
Thriving Economy



Toitū te Whenua  
Sustainable Environment



He Hapori, He Haumi  
Connected Community

## Looking Ahead

Detailed Seismic Assessments (DSAs) are required for all council-owned buildings that have previously had initial seismic assessments identifying them as below 34% New Building Standard (NBS). Budget for these assessments has been included in Year 1 of this Long-term Plan (LTP). These DSAs also include preliminary design for strengthening and quantity surveyor cost estimates. This information is important for decision-making on whether to proceed with strengthening work in the short term or consider the long-term future of some buildings.

The budget for earthquake strengthening work, mainly based on previous high-level cost estimates, has been included in the LTP. We have prioritised buildings for strengthening based on emergency management status, building capacity and type, and level of use.

Earthquake strengthening physical work has been planned and budgeted for in Year 1 for Ranfurly Service Centre (\$186k), Tarras Hall (\$100k), Fenton Library (\$10k) and Alexandra Community Centre (\$184.5k); in Year 2 for Maniototo Stadium (\$97k), Roxburgh Entertainment Centre (\$362k), Clyde Railway Station (\$71.5k) and Poolburn Hall and Pavilion (\$57k); and in Year 3 for Molyneux Stadium (\$1.38 million), Naseby General Store (\$21k) and Millers Flat Hall (\$50k).

Three other buildings in Maniototo have also been budgeted for strengthening in Year 5 of the LTP based on high level cost estimates. However, due to the potentially significant cost of strengthening work, further discussion may be needed on the future of these buildings.

Alexandra Airport has a 1,200m sealed runway scheduled for reseal in Year 2 of the LTP at a budgeted cost of \$480,000.

There are currently 30 people on a waiting list for hangar/accommodation sites at Alexandra Airport. Due to a lack of water supply capacity at the airport, further development of hangar sites has been delayed until the Lake Dunstan water supply can connect with the airport, which is expected to happen in 2022. There are only a handful of potential new sites available in the existing hangar precinct, so to accommodate the demand a new hangar precinct for approximately 20-30 sites will be developed on the east side of the runway, including an access road, water and power reticulation and sealed taxiways. A budget of \$900,000 for this development is included in the LTP in Year 2 and will be funded by an internal loan serviced by rental income from the new hangar sites. More hangar sites at Alexandra Airport will provide significant additional rental income for the future and allow the airport to be rates neutral.

Our focus for our Elderly Persons' Housing Units (EPH) continues to achieve compliance with Healthy Homes Standards, completion of heat pump installations, general maintenance and renovating older units.

In Year 1, \$196,000 is budgeted for renovating the Council-owned Tarbert Street building that houses offices and the Alexandra Library – including flooring to be replaced, interior painting, and lighting upgraded to LED.

Also in Year 1, \$500,000 has been allocated for retrofitting double glazing to all the windows in Council's Alexandra offices (William Fraser building) and \$350,000 for a new toilet facility at Molyneux Park.

In Year 3 (2023-24), \$400k has been allowed for the preparation of the Briar Herb Museum site for development as part of the Clyde Museum redevelopment project.

Delivering capital projects to achieve the community outcomes identified through the Cromwell Masterplan process will be a key focus in this Long-term Plan. The budget for the Cromwell Masterplan projects up to Year 10 of the Long-term Plan is \$73.5 million: \$31.5 is for the Arts, Culture and Heritage Precinct and \$42 million for town centre projects. Work will progress concurrently on both the Arts and Cultural Precinct workstream (including the hall/events centre and museum) and the town centre projects:

A budget of \$16 million has been allowed for the hall/events centre, and further planning and detailed design work will be undertaken to understand the needs, growth and future opportunities for Cromwell and district:

Further urban design work will also be undertaken from Year 1 to ensure that the best advice informs plans to create a vibrant town centre that acts as a heart for the town, and stimulates more economic and community activity.

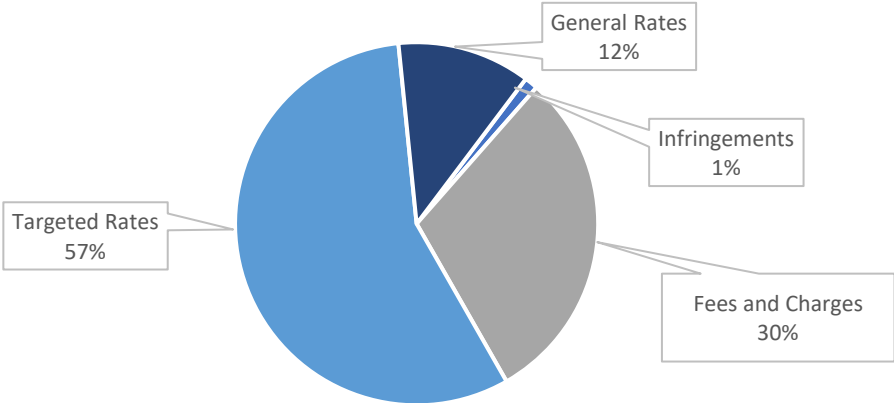
### Significant Negative Effects

There are no significant negative effects relating to this activity.

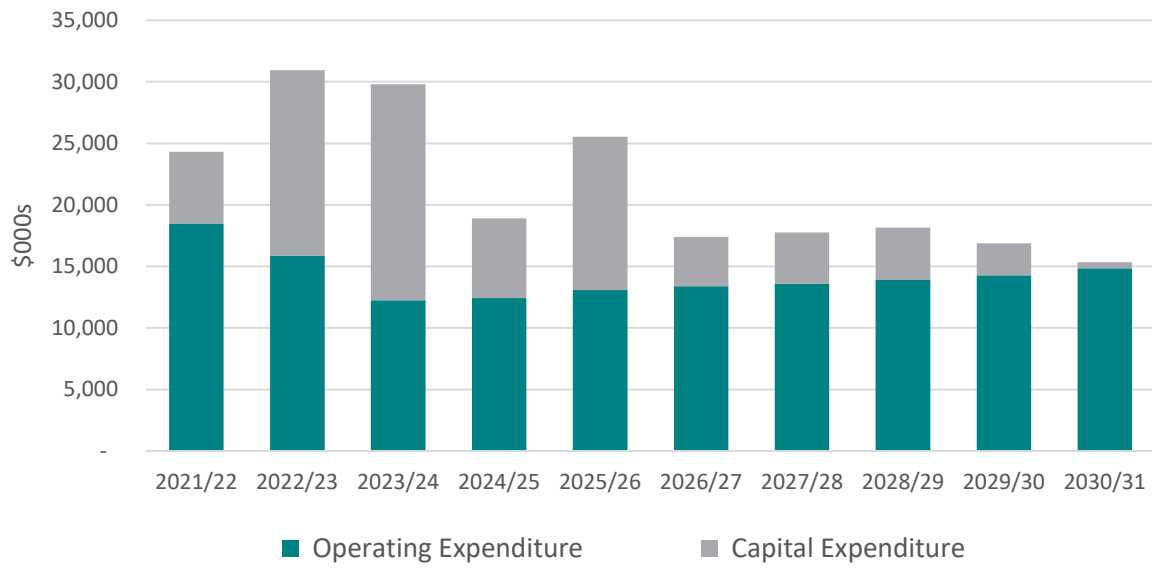
### How we pay for Property and Community Facilities



How is Property and Community Facilities paid for?



## How much does Property and Community Facilities cost?





## What you can expect from us – Property and Community Facilities

Community outcome	Our objective level of service	How we measure success	Our aim years 1-3	Our aim years 4-10
Thriving economy Sustainable environment Connected community	Community buildings are accessible and affordable to communities based on existing provision	Percentage of customer survey respondents satisfied with community buildings	> 90% satisfied	> 90% satisfied
		A charging policy is in place that demonstrates fees that reflect the level of benefit provided	Fees and charges charging policy in place	Fees and charges charging policy in place
	Free public toilets are available for the local community and visitors throughout the district at locations set out in the Public Toilet Strategy	Percentage of customer survey respondents satisfied with public toilets	> 90% satisfied	> 90% satisfied
Thriving economy Connected community	Each building will be assessed at a frequency required to meet all Building Act and Code of Compliance requirements	Compliance with building Warrant of Fitness requirements	Full compliance	Full compliance
	Housing suitable for elderly is provided in the main townships until such time as the need can be met by other agencies	Percentage of EPH tenancy survey respondents satisfied with their unit	> 90% satisfied	> 90% satisfied
	To meet all Civil Aviation Authority (CAA) requirements for uncertified airports	No complaints from Airport users or notifications from CAA of non-compliance	Full compliance	Full compliance





# Service Centres and Libraries



## About our Activity

We aim to give our community the best customer experience: one where they are put first and provided with fast, efficient, accurate and friendly results. Council provides a front-line customer services team in its main Alexandra office and its three service centres in Cromwell, Roxburgh and Ranfurly.

We aim to deliver the highest quality library service to meet our community's informational, educational, recreational and cultural needs. We provide 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.

### THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES



He Ōhaka e Ora Rāia ana  
Thriving Economy



Toitū te Whenua  
Sustainable Environment



He Hapori, He Haumi  
Connected Community

## Looking Ahead

Our customer services team will continue to look at ways we can enhance the service we deliver. A key way we will do this is growing our online services offering – online forms, payments and services – through the recently refreshed Council website.

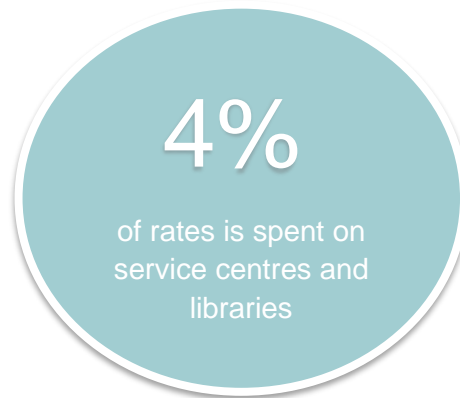
Thanks to funding distributed through the NZ Libraries Partnership Programme, Council will establish two fixed-term library positions during the 2020-21 year that will help take Central Otago Libraries in a bold new direction during Year 1 of the Long-term Plan.

One role is for a Digital Services Librarian and the other for a Community Engagement Librarian. The Digital Engagement Librarian will be responsible for developing, coordinating, and delivering digital programmes and events across the district. They will support their library colleagues across our district and help the public grow their digital skills, especially now, as we need to do so much more online. The Community Engagement Librarian will be responsible for creating exciting and innovative programmes and events to appeal to all age groups across the district, while working closely with library colleagues, education facilities and community groups.

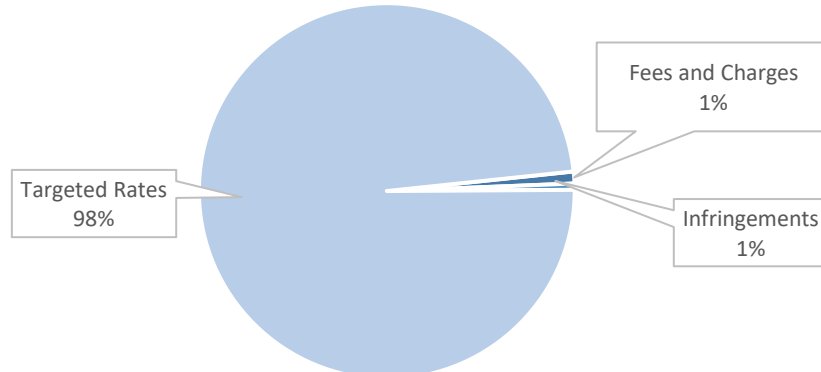
## Significant Negative Effects

The aging library buildings are a concern, because their condition restricts our ability to create a modern community hub. Another repercussion of no modernisation is the negative impact this can have when we are trying to extend our customer base within the wider community.

## How we pay for Service Centres and Libraries

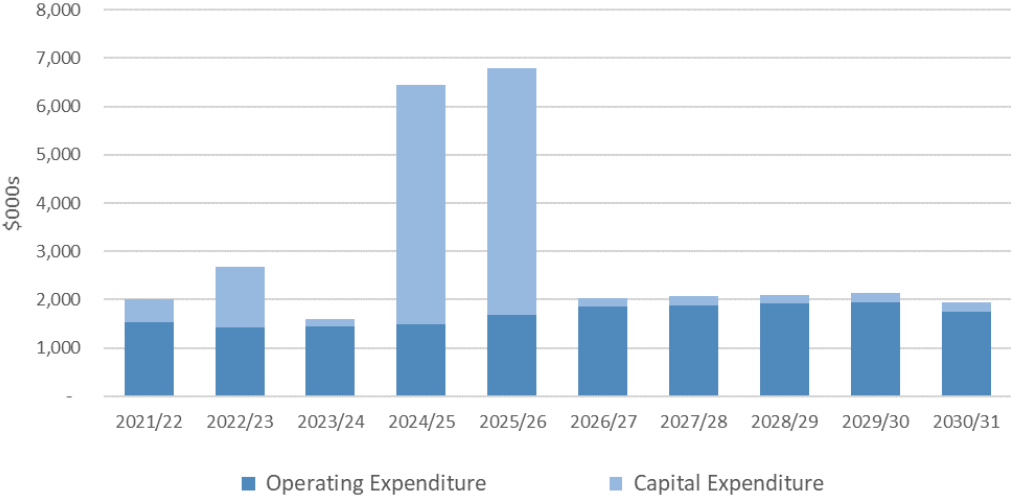


### How is Service Centres and Libraries paid for?





### How much does Service Centres and Libraries cost?



## What you can expect from us - Service Centres and Libraries

Community outcome	Our objective level of service	How we measure success	Our aim years 1-3	Our aim years 4-10
Thriving economy Connected community Sustainable environment	To provide a quality library service through friendly, helpful and knowledgeable staff that enables residents and visitors to have valued library experiences	Percentage of library users satisfied with the quality of library services	>90%	> 90%
	Satisfaction with contact regarding service requests	Customer survey – the service was fast and efficient	>80%	> 85%
		Customer survey – the service was friendly and courteous	>90%	> 90%
		Customer survey – issues dealt with effectively	>75%	> 80%
	Satisfaction with the initial contact with Council	Customer survey – the service was fast and efficient	>90%	> 90%
		Customer survey – the service was friendly and courteous	>90%	> 90%
		Customer survey – issues dealt with effectively	>80%	> 80%



# Community, Economic and Strategic Development



## About our Activity

Our community, economic and strategic development activities support a thriving and resilient community. We are out there connecting and having conversations – listening, understanding and shaping our future in partnership with our community.

*Central Otago A World of Difference* regional identity values define the unique characteristics of our region. It's a definition of who we are, what we value and what we want to protect. Council manages the regional identity on behalf of the community, providing a platform to tell the unique stories of people and place. We encourage our community to embrace, celebrate and demonstrate the special place-based qualities we share.

Council's community development programme supports and enables our local communities to define what is important to them and to drive the projects they are passionate about. Our community development team also assists groups to connect with each other and links Council with community-driven activities.

Council provides a helping hand to a number of community-driven initiatives each year by issuing grants. These are allocated to groups wishing to host cultural, creative, sporting and community-based events or initiatives that meet identified community needs and strengthen community well-being.

The vision that drives Council's economic development effort is that Central Otago is a place of dynamic business, creative innovative talent, and where visitors and locals come to experience a world of difference. The Council's role in essence is that of an enabler, directly in terms of the various activities Council actually controls, in areas where it can influence through facilitation, coordination, provision of support services, grants and seed funding, and where it is able to apply interest via advocacy, lobbying and education.

Tourism Central Otago manages the development and marketing of Central Otago as a visitor destination. We focus on delivering value: value to visitors, value to our host communities, value to the businesses that invest in the products and services purchased by visitors, and value to our natural environment. We aim to attract visitors who want truly authentic Central Otago experiences, increasing the spread and spend of visitors throughout the district.

Our strategy and policy function are responsible for developing and articulating direction on key strategic issues, and ensures that the organisation has robust and meaningful policies in place to guide organisational decision making.

We want to make sure our communities are involved in these decisions and activities – that people are kept up to date and are able to easily take part in Council engagement processes. Our communications team provides timely and accurate information and works to create meaningful opportunities for community involvement.



## THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES



He Ōhaka e Ora Rāia ana  
Thriving Economy



Toitū te Whenua  
Sustainable Environment



He Hapori, He Haumi  
Connected Community

### Looking Ahead

The Economic Development Strategy 2019-2023 will guide Council's activity in the economic development space through the early years of this Long-term Plan, along with the Economic Recovery Plan (published in June 2020 to be updated annually) developed to create a framework to respond to the impacts of COVID-19.

Our Tourism Central Otago team will continue to implement the agreed strategic projects within the Central Otago Tourism Strategy 2018-28, ensuring Central Otago becomes a destination that is true to our regional identity values and supported by both the visitor and host community.

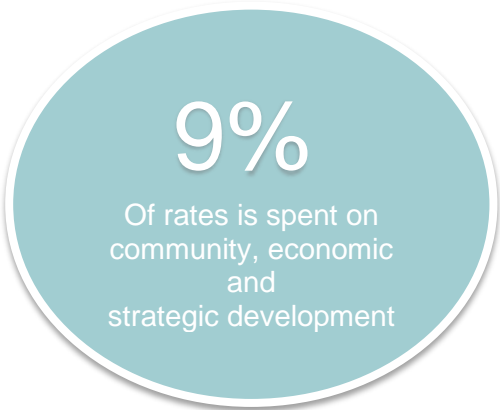
Within this activity group, staff will also be looking to develop community-focused strategies within a community well-being framework. The Community Development Strategy, and Communications and Engagement Strategy, which will be finalised within the 2020-21 year, will provide a solid base on which to build the frameworks.

Activities to promote our *A Central Otago World of Difference* regional identity will be ongoing. The regional identity values will also be shared and celebrated through Council's strategy development, staff inductions, and through our regional identity partnership programme.

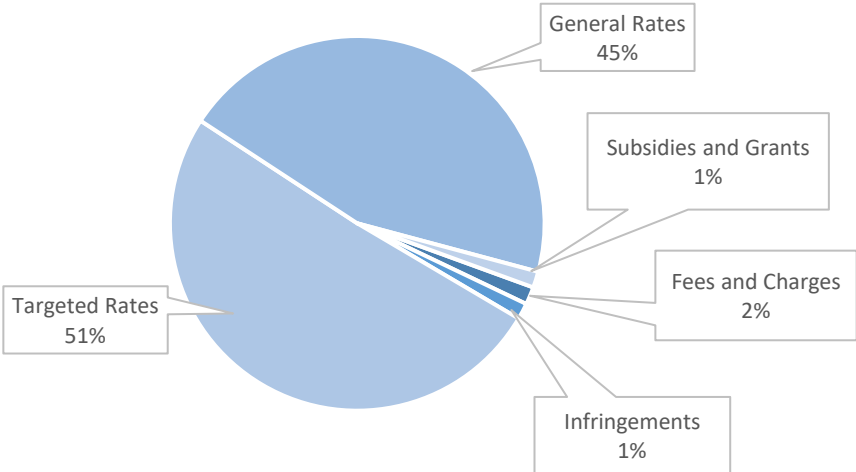
### Significant Negative Effects

Significant negative effect	How we are addressing this
The high cost and time commitment of consultation and community engagement processes.	Using the most cost-effective means available, while keeping in consideration the need to seek out a varied audience. The approach will be largely determined by Council's Significance and Engagement Policy.
Long-term planning limits responsiveness to new opportunities.	Frequently undertaking environmental scans to plan ahead as much as possible and use the Annual Plan process for these new opportunities if elected members deem they are significant enough.

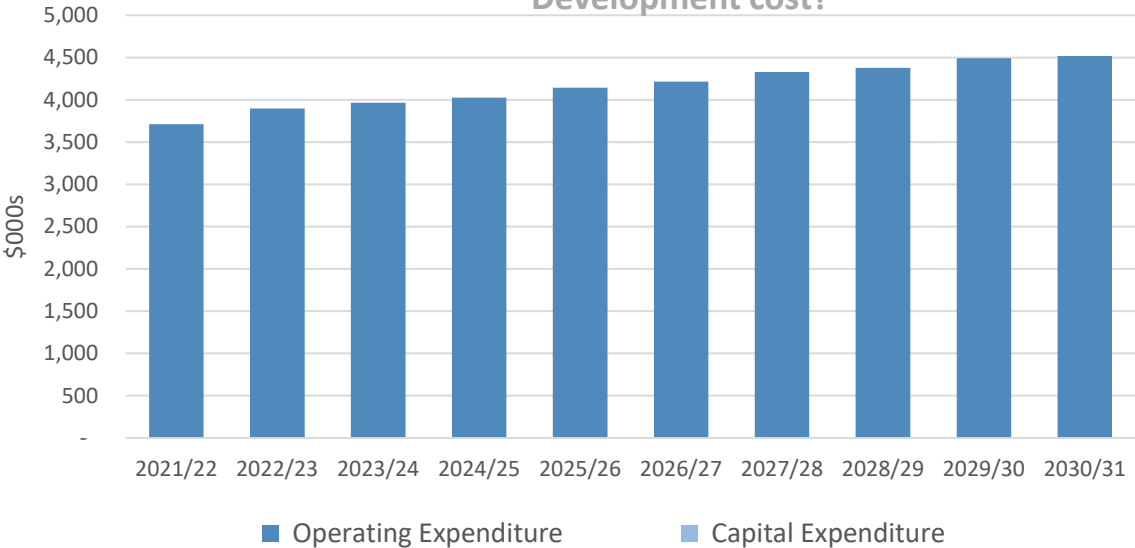
# How we pay for Community, Economic and Strategic Development



## How is Community, Economic and Strategic Development paid for?



## How much does Community, Economic and Strategic Development cost?



## What you can expect from us – Community, Economic and Strategic Development

Community outcome	Our objective level of service	How we measure success	Our aim years 1-3	Our aim years 4-10
<b>Communications and Engagement</b>				
Connected community	Community feel they are informed about Council activities	Percentage of respondents to customer survey who feel they are informed about Council activities	>75%	> 80%
	Community believe they have adequate opportunities to have their say in Council activities	Percentage of respondents to customer survey who believe they have adequate opportunities to have their say in Council activities	>75%	> 80%
<b>Community Development</b>				
Connected community	Connect and support people involved in community-led development initiatives	Council to facilitate a hui for local people involved in community-led development	Two hui held each year	Two hui held each year
<b>Economic Development</b>				
Thriving economy Connected community Sustainable environment	Council's economic development projects and activities are adding value relevant for Central Otago communities	Percentage of respondents to customer survey who are satisfied with the type of economic development activity that Council is involved in	75%	75%
<b>Tourism</b>				
Thriving economy Connected community Sustainable environment	Council's tourism activity enhances the quality of life for Central Otago residents	Percentage of respondents to customer survey who are satisfied that visitors to the district enrich the quality of life for residents	75%	75%
<b>Policy and Strategy</b>				
Thriving economy Connected community Sustainable environment	Council administered documents in the policy and strategy register are current and have been reviewed within specified timeframes	Percentage of Council administered documents in the policy and strategy register are current and have been reviewed within specified timeframes	>80%	> 90%



# **Governance and Corporate Services**





## About our Activity

Activities in this group align to fulfil the purpose of local government to enable democratic local decision-making, and to meet the current and future needs of our communities in a cost-effective manner.

The governance activity is at the forefront of everything we do. While the Council provides many different services, the governance activity 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 which allows Council to function efficiently and effectively. It includes our accounting, financial planning and reporting, rating, policy, information services, audit, risk and procurement, and administration activities.

We have a responsibility to plan and provide for civil defence emergency management within the district. We work collaboratively with Emergency Management Otago who employ the Regional Manager/Group Controller and Emergency Management Officers for each of the districts. 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 being local controllers.

## Looking Ahead

During the period of this Long-term Plan, we will hold local government elections in 2022, 2025 and 2028.

Our governance team will work with Information Services to explore livestreaming of Council meetings to increase civic engagement, accessibility and transparency. We will look for a solution that balances out the benefits of the technology with the need to be cost-effective.

Information Services will continue to lead Council's digital journey as we complete the digitisation of our property files and digitise our processes and information. The introduction of the My CODC digital customer portal will enable our customers to better engage with us online via various online forms. We have updated privacy processes to ensure that public information is stored safely and any breaches will be reported.

Finance will continue to support the organisation in preparing financial reports comparing actual spend against the annual plans, providing reassurance to our community that Council is operating within the community-agreed budgets. Finance will also support Council in meeting the legislative requirements of preparing annual reports, annual plans, and the annual setting of rates.

There will be a focus in future Council procurement on broader outcomes in line with Council's procurement policy adopted in August 2020, including local economic development as well as social outcomes, innovation, and sustainability.

## THIS ACTIVITY CONTRIBUTES TO THE FOLLOWING COMMUNITY OUTCOMES



He Ōhaka e Ora Rāia ana  
Thriving Economy



Toitū te Whenua  
Sustainable Environment

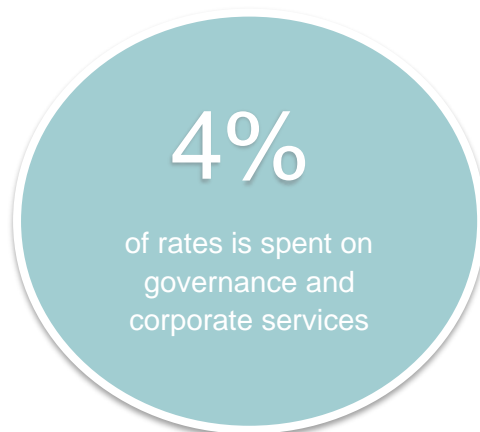


He Hapori, He Haumi  
Connected Community

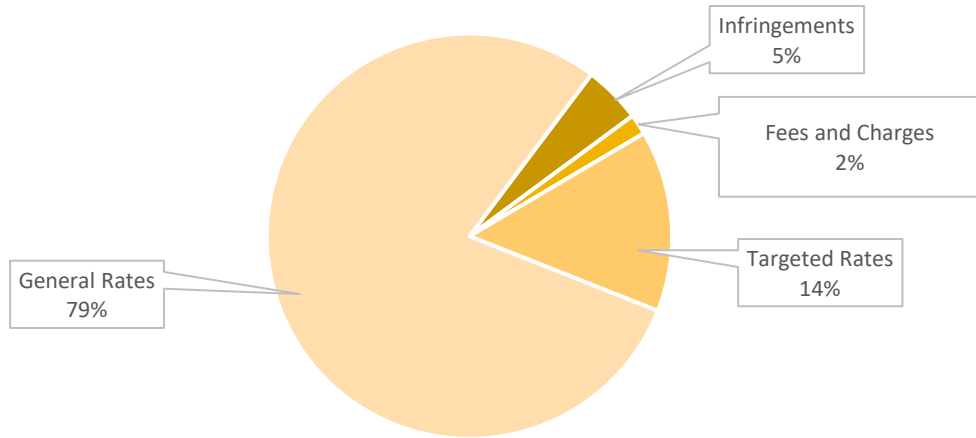
### Significant Negative Effects

There are no significant negative effects relating to this activity.

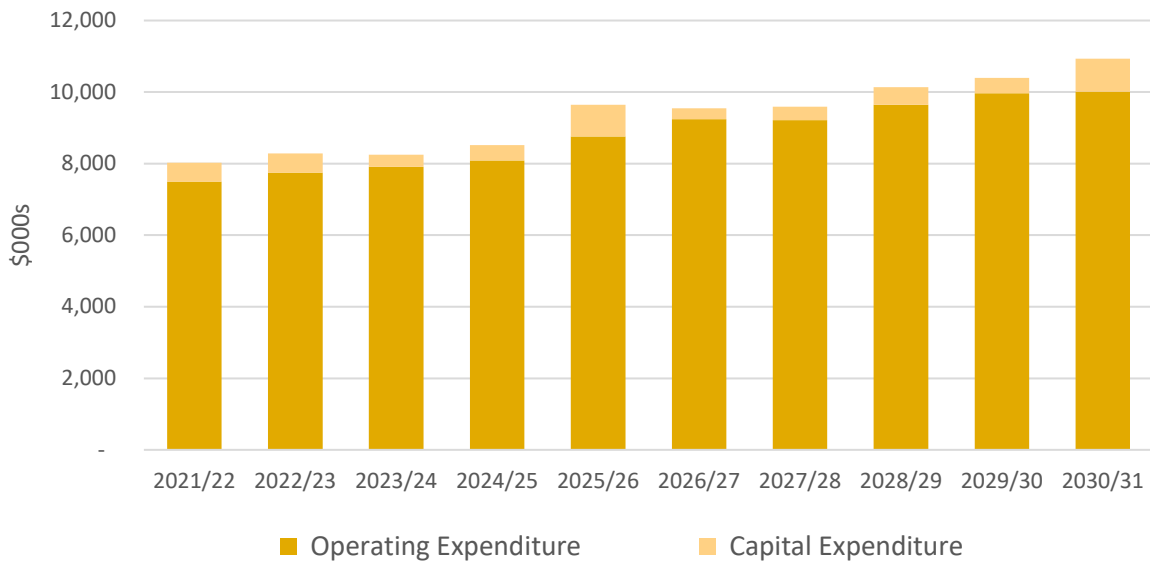
### How we pay for Governance and Corporate Services



### How is Governance and Corporate Services paid for?



### How much does Governance and Corporate Services cost?

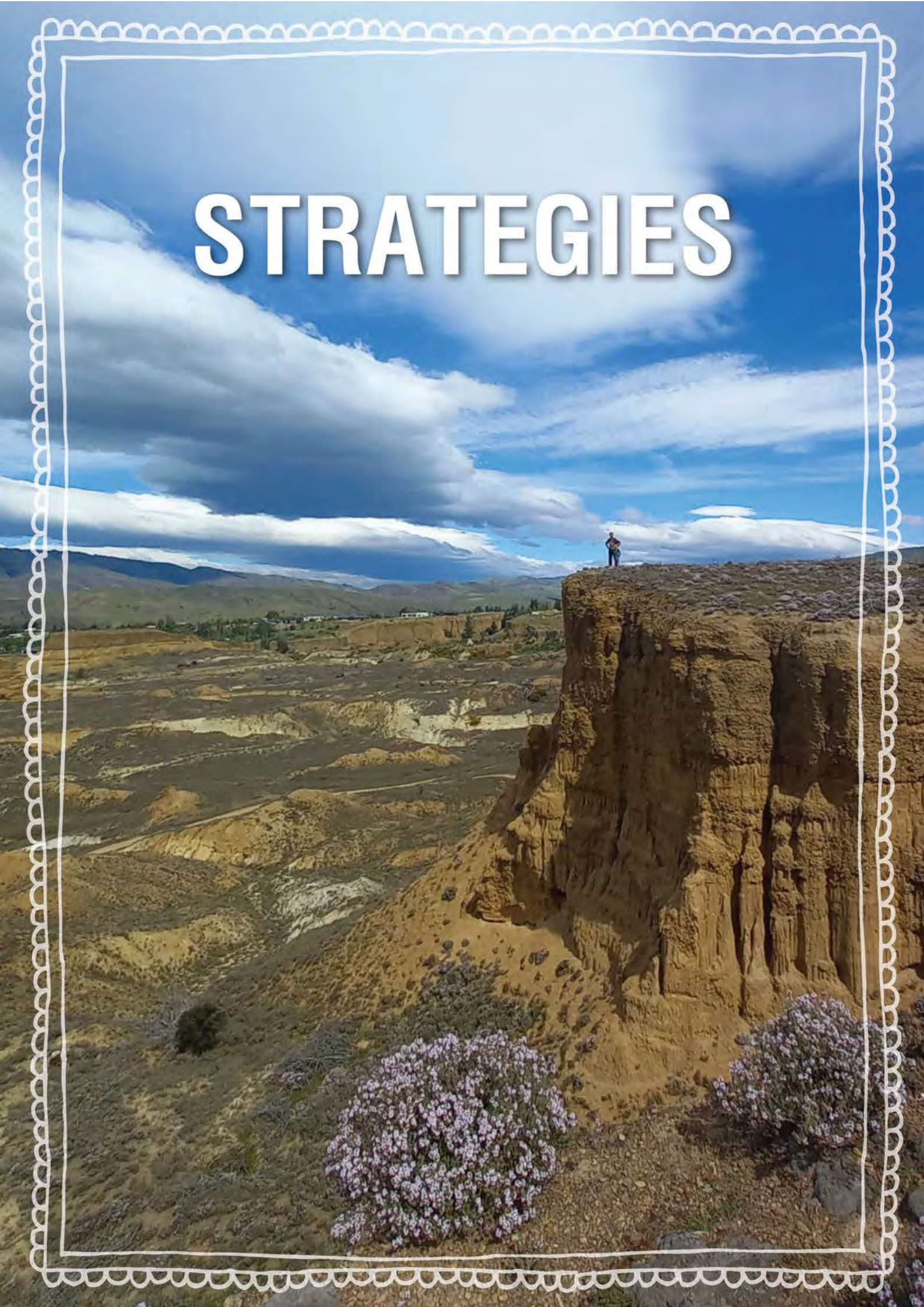


## What you can expect from us – Governance and Corporate Services

Community outcome	Our objective level of service	How we measure success	Our aim years 1-3	Our aim years 4-10
<b>Governance</b>				
Thriving Economy Sustainable Environment Connected Community	A community that is satisfied with the leadership, representation and decision-making by its elected members	Percentage of customer survey respondents satisfied that elected members are making a positive difference	> 75%	> 75%
	Central Otago District Council democratic processes enable participation in Council's decision-making processes	The number of complaints regarding Council democratic processes upheld by the Ombudsman or Privacy Commissioner	Nil	Nil
<b>Corporate Services</b>				
Thriving Economy Connected Community	Adoption of annual plans, long-term plans and amendments, and annual reports by Council within statutory timeframes	Percentage of annual reports and long-term and annual plans are adopted by Council within the specified legislative timeframes	100%	100%
	To protect the privacy of individuals dealing with Council	Number of upheld complaints relating to breaches of privacy	Nil	Nil



# STRATEGIES





# Infrastructure Strategy

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## Executive summary

Council's infrastructure assets such as roads, footpaths, bridges, pump stations, sewer mains and water treatment plants are critical for the everyday lives of Central Otago residents.

Central Otago has \$895 million worth of water and roading infrastructure assets. This strategy sets out the 30-year plan for maintaining and improving levels of services for the core activities of water, wastewater and stormwater (three waters), and roading. This strategy identifies the most critical issues for these areas in the next 30 years, and Council's options for managing them. This strategy is closely linked to the financial strategy to ensure the Council has sufficient funding available to replace key assets in the future.

Central Otago's relatively small and dispersed population can put pressure on the affordability of providing and improving infrastructure. At the same time, Council must also meet the challenge of accommodating growth and funding essential improvements for the safety and well-being of the community.

It is expected that the district will continue to grow over the next 30 years with the population in 2050 projected to be 34,000 (an increase of 55% from the usual resident population in 2018 of 22,200. This equates to an average annual growth rate of 1.3%).

The key influences facing the delivery of the district's future infrastructure are:

- Government policy direction and legislative changes – The reform programme for Three Waters has resulted in uncertainty about what the future delivery of this service looks like. The community will need three waters services regardless of which entity delivers these in the medium to longer term. This strategy reflects the work needed to meet the required standards, community expectations and growth, and how the work should be prioritised.
- Government investment for the 2021/22 – 2030/31 period for Roothing will be guided by four strategic priorities: safety, better travel options, climate change and improving freight connections.
- COVID-19 has had significant social, cultural, and economic implications. The full extent of these implications are not yet known, but changes are already apparent in the work patterns, work locations and lifestyle choices of Kiwis that will have some impact on future delivery of infrastructure services.

- Central Otago is a popular domestic holiday location. With the increased focus on personal health and well-being, and the increased interest in cycling following COVID-19, combined with the development of the New Zealand Cycle Trail network, increased numbers of locals and visitors cycling within the district are expected. Council's plans to undertake projects to improve cyclist's connectivity and safety between town centres and cycle trails in the district.
- Environmental influences – Public and government expectations regarding how Council manages the environmental impacts from infrastructure services has increased over the past decade. This has been evidenced by government freshwater reforms, supporting legislation, changes to regional policies and plans, and increased compliance reporting and monitoring. Improved outcomes and increasing compliance expectations come with an increased cost.
- Climate change and sustainability – The potential impacts of climate change for the district's infrastructure include higher intensity and more frequent extreme rainfall events. This results in flooding and impacts on vulnerable bore sites and water supplies with dirtier source water needing to be treated and increased frequency of road closures where roads and bridges are below the flood plain.
- Council has been improving its understanding of the impacts of climate change on infrastructure. Council commissioned a report by Bodeker Scientific in 2017 and based on this, implemented a sustainability strategy in 2019. Council has implemented a series of actions (such as carbon emissions measurement and more hybrid vehicles in its fleet) to mitigate environmental impacts.
- Resilience – Council prepared an Infrastructure Resilience Plan and an Infrastructure Response Plan in 2020. The Resilience Plan identifies the natural events that would create risks to three waters and roading infrastructure and services, the implications, mitigations, and response.
- Change in demand – As well as a growing population, the future looks set to see an increase in our older population in Central Otago. This will affect both the demands on our infrastructure and the affordability of our services to people on fixed incomes in the long-term. An older demographic requires higher levels of service for footpaths and infrastructure that supports accessibility for people with restricted mobility. Funding has been provided to continue to extend the footpath network, and to ensure that all street crossings have cut down kerbs to enable disabled access.
- Responding to growth and anticipated future growth has seen Council embark on a series of spatial planning exercises in the past two years. Infrastructure planning is an integral part of this. Within the Long-term Plan roading budgets, financial provision has been made in resealing programmes for an increase of 850m of sealed roads per annum due to new subdivisions.

- A big challenge Council faces is that demand for contractors is high heading into the 2021-31 Long-term Plan period, and this is expected to result in higher construction costs for projects. Council has adjusted project budgets in years 1-3 to recognise this. Demand for limited engineering and construction resources are expected to extend across the initial ten-year period of the infrastructure strategy as a large infrastructure investment programme commences across the public asset portfolio.

## Key issues

Council has identified the following as the key infrastructure issues that set the prioritisation of work programmes.

- Resilience – Climate change is expected to affect the intensity and frequency of natural hazards. A number of potential mitigations have been programmed, such as investigating more secure water sources at Roxburgh, Ranfurly, Naseby and Patearoa, upgrading wastewater pump station storage volumes, and road flooding improvements such as upgrading culverts. In a major earthquake, it is likely that many roads will be blocked through landslips and the region may be isolated for some time. Council will review the required functions of ‘back country’ roads that may be needed as alternate routes if highway closures are prolonged and additional funding has been budgeted to undertake any necessary improvements to these potential lifeline routes.
- Water Safety – Completing water treatment upgrades to meet the New Zealand Drinking Water Standards remains a key focus. Within the first three years of this Long-term Plan, Council expects all of Council-provided water supplies to be fully compliant with the New Zealand Drinking Water Standards.
- Minimising Environmental Impacts – Reducing the environmental impacts of Council’s wastewater schemes in line with the Government’s essential freshwater programme, and an increased focus on resilience are our key priorities for the wastewater network.
- Council has invested in hydraulic modelling of the wastewater networks to improve understanding of growth impacts. Resilience work is programmed within the next four years to improve pump station capacity, provide emergency generation and reduce the risk of wastewater overflows occurring. Council expects environmental discharge standards for new resource consents for wastewater treatment sites to increase so projects to increase treatment processes to improve discharge quality have been programmed for each site prior to consent expiry.
- Completion of construction of Stage 1 of the wastewater reticulation on Clyde will continue into 2021/22. This project will improve the quality of groundwater discharges to the Clutha River. Public consultation on the proposal to construct the Clyde wastewater network in three stages identified that many property owners in Stage 3 wish to be connected sooner. The proposed timing of Stage 2 continues to be in 2029, but Stage 3 has now been programmed to be undertaken with Stage 2.
- Accessibility in the urban centres of Cromwell and Clyde – The growth in population, business, tourism and property development is leading to changes in demand for



parking and the use of public spaces by motorists, cyclists and pedestrians. Council has projects planned to improve safety, and make these spaces more functional and enjoyable.

- The Clyde heritage precinct upgrade proposed in the 2018 Long-term Plan has been delayed to coordinate work with the wastewater reticulation project. Stage 1 of this roading work will now be undertaken in 2021, with stages 2 and 3 completed in the 2021-23 period.
- Council has discussed options with Contact Energy to facilitate the safe access of cyclists into the Clyde Heritage Precinct. Funding has been provided to install traffic lights on the Clyde Bridge as an interim measure, and for investigation and then potential construction of an electric punt.
- The Cromwell Masterplan is supported by intersection, pedestrian and cycling improvements from 2022. This will improve the flow and safety of traffic, pedestrians and cyclists within the town centre.
- Stimulus Delivery Funding – The \$9.46 million that the Council received from Tranche 1 of the Water Stimulus Funding has enabled \$5.49 million of projects that were in years 2022 to 2027 of the 2018 Long-term Plan to be brought forward. This work will be completed by March 2022. This work includes \$3.8 million for increased reservoir capacity at Alexandra and Naseby, \$2.9 million for resilience upgrades and \$1.8 million for increasing the capacity of the Melmore Terrace and Alpha Street pump stations in Cromwell.
- If further funding packages become available, then Council will bring forward work planned in later years of the Long-term Plan. Funding has been provided in year one of the 2021-31 Long-term Plan to undertake the necessary investigation work on a number of water and wastewater projects that are in years four to ten of the programme.
- Capacity of Cromwell Water Network to meet growth demands – Projects to improve water treatment, operational performance, and distribution of water to Bannockburn and Pisa are included in the Long-term Plan. These projects include additional capacity to meet future population growth. Hydraulic modelling will be undertaken in 2021 to inform project planning for pipe replacements and reservoir upgrades, which are scheduled for 2027/28.

## Introduction

This is Central Otago District Council's third infrastructure strategy and has been prepared to meet the requirements of section 101B of the Local Government Act 2002.

The purpose of the infrastructure strategy is prescribed by the Local Government Act. The infrastructure strategy must identify the significant infrastructure issues for the Central Otago District for the next 30 years, the options for managing those issues, and the implications of the options.

Council must take into account the need to:

- renew or replace existing assets;
- respond to growth or decline in the demand for services;
- allow for planned increases or decreases in levels of service;
- maintain or improve public health and environmental outcomes or mitigate adverse effects on them;
- provide for the resilience of infrastructure assets by identifying and managing risks relating to natural hazards and by making appropriate financial provision for those risks.

The Infrastructure Strategy provides the strategic framework for the more detailed activity management plans. It is reviewed every three years and is a guiding document for the Long-term Plan.

The Strategy covers the 30-year period of 2021 to 2050 and includes the following groups of the council's activities:

- water supply;
- sewerage and the treatment and disposal of sewage (wastewater);
- stormwater drainage;
- roads and footpaths.

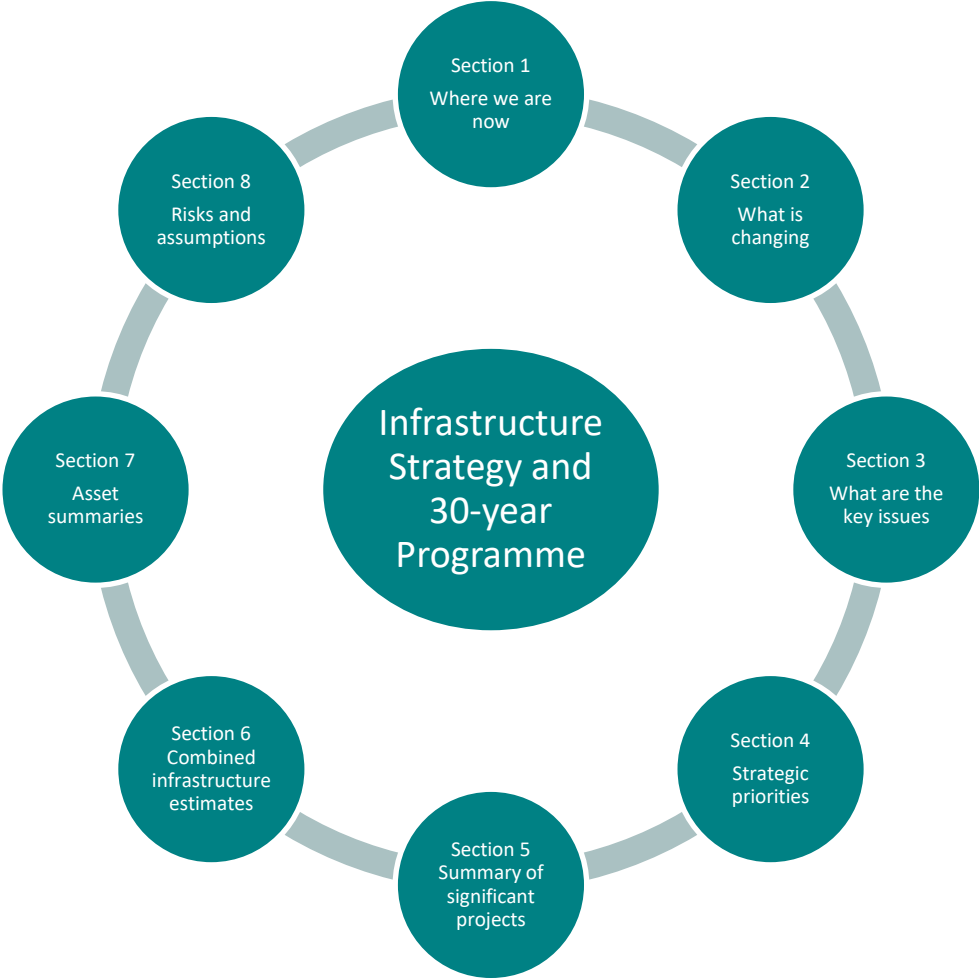
Central Otago District Council does not manage any flood protection and control works. The Otago Regional Council manages these activities within the Central Otago area. There are private water supplies within Central Otago that are not managed by the council. These water supplies are not included within the scope of this plan.

Community facilities, parks and properties have not been included in the Infrastructure Strategy. These may be considered for inclusion in the next review of the Strategy.

The issues discussed reflect the current legislative environment and the communities' priorities. The financial forecasts are estimates and the reliability of the forecasts decreases beyond ten years and towards the 30-year planning horizon.

The Infrastructure Strategy should be read alongside the Council's Financial Strategy, which provides the context and guidelines for Council's proposed expenditure. Detail about how Council intends to fund its activities can be found in the Revenue and Finance Policy.

This Infrastructure Strategy has been structured as shown in the diagram below.



## Section 1: Where we are now

Central Otago is New Zealand's most inland region, located in the southern half of the South Island. It's breathtakingly different from the rest of New Zealand, with vast undulating landscapes, rugged snow-capped mountains, clear blue rivers and lake, deep gorges, and tussock-clad hills.

Central Otago covers an area of 9,969km<sup>2</sup> and has one of the lowest population densities per square kilometre in New Zealand. This, together with the landscape, gives Central Otago its character.

The community consists of a variety of small towns that offer a wide range of services. It is a popular holiday destination, and the population swells over the summer months.

Central Otago has experienced a prolonged period of population growth. Between the 2001 and 2013 censuses, the usual resident population grew by 25% from 14,750 to 18,500. The resident population grew by a further 17% in the five years between the 2013 and 2018 censuses, from 18,500 to 21,558.

The 2020 estimated usual resident population of the district was 23,528 people. This swells to 45,697 in the summer. Half of the population lives in the townships of Cromwell, Alexandra, and Clyde.

A cohort of younger people between 15 and 24 leave the district for other opportunities such as education and employment. Since 2013, there has been an influx of those between 25 and 35, particularly in Cromwell due to the growing construction and horticultural industries. A high proportion of the population between 55 and 65 years moved to the area later in their career or for retirement. Elderly people (over 70) leave the area, possibly in search of better healthcare.

	2020 Usual Resident Population	2020 Peak Population
Total district	23,528	45,697
Total urban	17,765	23,152
Alexandra	6,242	7,869
Cromwell	7,105	8,796
Clyde	1,327	1,805
Omakau and Ophir	430	707
Naseby	306	902
Ranfurly	778	927
Patearoa	143	196
Roxburgh and Lake Roxburgh Village	754	1,025
Pisa Village	680	925

Table 3.0.1 Central Otago Population 2020



The Central Otago economy has a strong primary sector. Construction, tourism, hydroelectricity, and professional services are other significant contributors. Traditional sheep and beef industries are strong; there is a growing and thriving horticultural sector. Stone fruit, viticulture and apples are key horticultural growth areas.

Construction is the second largest sector and is currently driven by high demand for housing and industrial premises in both Central Otago and the neighbouring Queenstown Lakes area.

The professional, scientific, and technical sector is developing. Improved communication infrastructure and air services from Queenstown and Dunedin are enabling individuals and companies to service national and international clients while opting for the Central Otago lifestyle.

Almost a quarter of Central Otago workers are self-employed, which is significantly higher than the national average. Central Otago has maintained its high levels of employment over time and the rate of people not in employment, education or training in mid- 2020 was 8.2%.

Data from Ministry of Business, Innovation and Employment monthly regional tourism estimates shows the value of tourism in the Central Otago District had grown by 37% over a five year period, from \$155 million in 2015 to \$213 million in 2019. This was higher than the national average (+25%) and of neighbouring Dunedin at 17%. Queenstown Lakes District (including Wanaka) had growth of 40%.

COVID-19 has impacted on tourism in 2020, with Central Otago 10% down for 2020. While no one can know exactly when the border may reopen and the true speed at which visitors will return to New Zealand, Central Otago Tourism Advisory Board forecasts suggest Central Otago will return to positive growth within 12 months of borders reopening.

Growing concern at the speed of tourism growth up to 2019 was the catalyst for Central Otago District Council initiating the development of a destination management plan for Central Otago. The goal of the plan is to ensure that the Central Otago visitor economy develops over time in a way that communities are enriched, and the natural environment enhanced by attracting visitors to Central Otago. The destination management plan will help identify infrastructure needs and impacts of the visitor economy short, medium, and long term to support these goals.

Central Otago's relatively small and dispersed population can put pressure on the affordability of providing and improving infrastructure. At the same time, Council must also meet the challenge of accommodating growth and funding essential improvements for the safety and well-being of our community.

The average annual earnings in Central Otago in 2020 was \$54,080, which is 14% less than the New Zealand average of \$62,774. Ratepayers' ability to absorb rate rises will be affected as an increasing proportion of residents become over 65 years of age and potentially on fixed incomes.

## Central Otago District Council

The Central Otago District Council was formed in 1989, and amalgamated the Vincent County Council, Cromwell Borough Council, Alexandra Borough Council, Maniototo County Council, and part of the Tuapeka County Council.

The Council's primary office is located in Alexandra, with service centres located in Ranfurly, Roxburgh and Cromwell. Council employs 163 full time equivalents and has an annual operating revenue of \$48 million.

The Council is led by the Mayor, with 11 elected councillors. There are four community boards: Vincent, Cromwell, Teviot Valley, and Maniototo.

Core infrastructure is funded and managed at a district-wide level, and all governance decisions are made by Council. Individual councillors are appointed as the portfolio lead and deputy lead for Roading, Three Waters and Waste, and Sustainable Practices.

Council also has an Audit and Risk Committee that consists of the Mayor, three councillors, and an independent representative as chair. The objective of the Audit and Risk Committee is to provide governance and oversight to ensure systems and practices are of a standard to provide assurance that sufficient risk identification and mitigation is in place. The Audit and Risk Committee provides feedback to the council on a broad range of matters, including strategic management and operational performance.

### The infrastructure assets

The 2020 replacement value for the infrastructure assets covered in this strategy is \$895 million.

Asset	Description	Replacement Value	% of total
Water	Water extraction, treatment, and distribution	\$113 M	13%
Wastewater	Wastewater collection, treatment, and discharge	\$98 M	10%
Stormwater	Stormwater collection and discharge	\$41 M	5%
Roads and footpaths	Roads, bridges, footpaths and carparks and associated assets.	\$643 M	72%
<b>TOTAL</b>		<b>\$895 M</b>	<b>100%</b>

Table 3.2.1 2020 replacement value for the infrastructure assets

Central Otago District Council's potable water supply network comprises 340km of water mains and 79km of service connections. There are approximately 10,000 connections, which are metered (or operate on a restricted maximum flow). Council has 9 water treatment plants, six booster pump stations and 15 storage facilities for treated water.

The wastewater reticulated main sewer network measures 188km, with a further 57km of lateral sewer connections. There are six wastewater treatment plants (this excludes the Bannockburn site which is in the process of being fully decommissioned) and 37 wastewater pump stations.

There are five reticulated stormwater networks. The stormwater reticulated pipe network measures 74km. The remaining stormwater assets that are not part of reticulated networks are included within the roading asset data and valuation.

The roading assets include 1,935km of maintained roads, 179km of formed footpaths, and 179 bridges (including five footbridges maintained by Council). There are 1,779km of rural roads and 158km of urban streets. 72% of our roads are unsealed, a total length of 1,407km. There are approximately 6.5 hectares of formed car parks across the district that are owned and maintained by Council.

## Asset Management Policy

An Asset Management Maturity Assessment was completed in October 2018. The purpose was to assess the effectiveness of the management of Council's assets and asset-related service through:

- Assessment of council's current asset management maturity;
- Confirming the appropriate levels of asset management maturity for Council's main asset-related services;
- Supporting an ongoing programme of asset management improvement;
- Providing confidence to Council in its asset management practices.

This Asset Management Maturity Assessment resulted in the Council's Asset Management Policy being reviewed in November 2020. This policy aims to provide a structured framework for Central Otago District Council to manage its assets and asset-related services effectively.

The Council is committed to ensuring that assets meet the service needs of the community over the long term. This will be achieved through consistent application of sustainable and appropriate asset management practices which provide:

- Achievable benchmarked levels of asset management maturity, in line with council's objectives;
- Transparent and effective asset management planning and decision-making.
- Infrastructure services managed by council on behalf of our communities that deliver on the overarching principles;
- Minimised lifecycle costs in maintaining the required levels of service at understood and managed levels of risk.

Council expects asset management plans and practices to meet an advanced level of maturity for roads and footpaths, an intermediate to advanced level for water and wastewater services, and a core to intermediate level for stormwater assets.

## Quality of Asset Data

The International Infrastructure Management Manual data confidence grading system is used. The following table indicates the level of confidence held in Council's data for roading and water services assets, where the confidence grades have the following meanings:

- A Highly Reliable:** Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment. Dataset is complete and estimated to be accurate to  $\pm 2\%$ .
- B Reliable:** Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate to  $\pm 10\%$ .
- C Uncertain:** Data based on sound records, procedures, investigations and analysis that is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data is available. Dataset is substantially complete, but up to 50% of data is extrapolated and estimated to be accurate to  $\pm 25\%$ .
- D Very Uncertain:** Data based on unconfirmed verbal reports and/or cursory inspection and analysis. Dataset may not be complete, and most data is extrapolated or estimated. Dataset accuracy of  $\pm 40\%$ .
- E Unknown:** No data, or very limited information held.

The effect of data confidence on individual asset groups on the financial forecasts is defined as follows:

- **Nil:** no effect
- **Minimal:** data quality has approximately  $\pm 5\%$  impact on budgets for this item
- **Minor:** data quality has  $\pm 15\%$  impact on budget impact on budgets for this item
- **Moderate:** data quality has  $\pm 25\%$  impact on budget impact on budgets for this item.



Asset Group	Asset Register	Replacement Costs	Asset Lifecycle	Condition Grade	Data Confidence Effect on Forecast	Source of Rating
Land	B	B	N/A	N/A	Nil	
Sealed road surfaces	A	A	A	A	Nil	Condition rating, and high speed data collection undertaken every 3 years
Sealed pavement structures	B	B	A	B	Minimal	Condition rating, high speed data, and falling weight deflectometer testing undertaken every 3 years
Unsealed roads	A	B	B	B	Minimal	Annual inspections, and annual roughness survey
Drainage assets	B	B	B	C	Minor	Visual inspection
Footpaths	A	A	B	A	Minimal	Annual roughness survey
Signs and railings	B	A	B	B	Minimal	Visual inspection
Bridges and structures	B	C	C	B	Moderate	Visual inspection
Streetlights	A	A	B	A	Nil	Independent electricity supplier audit of asset data
<b>Water Supply</b>						
Plant (treatment) assets	B	C	C	C	Moderate	No site validation for last 5 years
Non-pipe assets	B	B	C	B	Minor	Visual inspection
Pipe assets	B	A	B	C	Minor	Review of historic records
<b>Wastewater</b>						
Plant (Treatment) assets	B	C	C	C	Moderate	No site validation for last 5 years
Non-pipe assets	B	B	C	B	Minor	Visual inspection
Pipe assets	B	A	B	B	Minimal	CCTV and review of historic records
<b>Stormwater</b>						
Non-pipe assets	B	B	B	B	Minimal	Visual inspection
Pipe assets	B	A	B	B	Minimal	Review of historic records

Table 9.1.2 Data Confidence

## Data improvement plan

Council acknowledges there are limitations with the asset and remaining life data that affect decision-making. Council will continue to undertake the following activities to ensure accurate data is available to support robust decision making:

- Update condition assessments for all assets which have not been reviewed in the past 3 years.
- Implement 3 yearly condition assessment programmes for samples of all asset groups.
- Review asset life assumptions annually based on condition, construction date, existing age, and historical replacements.
- Use non-destructive and destructive materials testing programmes to inform advanced deterioration modelling.
- Populate asset data for fields where age, or material is unknown.
- Use water balance reporting in assessing network-level performance for the council's water supply schemes. Implement additional tools to provide greater access and visibility of SCADA datasets for operations management and planning.
- Undertake advanced deterioration modelling for the water reticulation network, sealed surfaces and pavements, unsealed roads, and footpath assets. Implement deterioration modelling for bridge assets.
- Update hydraulic models to include new developments, residential zoned land, and growth forecasts.
- Review asset inventories for completeness during site inspections.
- Collect and record demand data.

In addition to continuing the above tasks, flow meters will be installed within the water network to improve capacity information. Sensors will be placed in wastewater discharges to provide real time reporting of discharges.

## Section 2: What is changing?

Change is constant, and council regularly reviews the factors that influence the future demands on infrastructure, and opportunities to deliver services differently as part of the development in the development of each three-year review of the Infrastructure Strategy.

The changes that are influencing how council plans for future infrastructure needs have been grouped into six areas:

- Government policy direction and legislative changes
- COVID-19
- Environmental influences
- Climate change and sustainability
- Resilience
- Change in demand

## Government policy and legislation

A number of national policies, plans and legislation set the scene for Council's 30-year Infrastructure Strategy. This infrastructure strategy documents Central Otago District Council's response to these national policies, plans, and legislation.

### Three waters review

The Government is reviewing how to improve the regulation and supply arrangements of drinking water, wastewater and stormwater (three waters) to better support New Zealand's prosperity, health, safety and environment. Most three waters assets and services, but not all, are owned and delivered by local councils.

The Three Waters Review is a cross-government initiative led by the Minister of Local Government. The Review, beginning in mid-2017, ran in parallel to the latter stages of the Government Inquiry into Havelock North Drinking Water, which was set up following the campylobacter outbreak in 2016. Up to 5,500 people were ill as a result and four people are thought to have died from associated causes.

The initial findings of the Review were consistent with many of the Havelock North Inquiry's findings, and raised broader questions about the effectiveness of the regulatory regime for the three waters, and the capability and sustainability of water service providers.

Effective three waters services are essential for our communities.

**Our health and safety:** depends on safe drinking water, safe disposal of wastewater and effective stormwater drainage.

**Our prosperity:** depends on adequate supply of cost-effective three waters services for housing, businesses and community services.

**Our environment:** depends on well-managed extraction of drinking water, and careful disposal of wastewater and stormwater.

### Drinking Water Regulation

In August 2019, the Government approved a suite of regulatory reforms to help ensure safe drinking water and deliver improved environmental outcomes from New Zealand's wastewater and stormwater systems. The new regulatory framework for drinking water will include:

- an extension of the regulatory coverage to all drinking water suppliers, except individual household self-suppliers;
- a multi-barrier approach to drinking water safety, including mandatory disinfection of water supplies, with exemptions only in appropriate circumstances;
- stronger obligations on water suppliers and local authorities to manage risks to sources of drinking water; and
- strengthened compliance, monitoring and enforcement of drinking water regulation.

- While regional councils will remain the primary regulators for the environment, there will be stronger central oversight of wastewater and stormwater regulation, including:
  - requirements for wastewater and stormwater operators to report annually on a set of national environmental performance measures;
  - national good practice guidelines for the design and management of wastewater and stormwater networks; and
  - monitoring of emerging contaminants in wastewater and stormwater and coordinating national responses where necessary.

The Taumata Arowai – Water Services Regulator Act was initiated in September 2019 and was passed in July 2020. This establishes the new drinking water regulator, Taumata Arowai, as an independent Crown entity. As a standalone regulator, Taumata Arowai will have a high degree of focus and independence to strengthen New Zealand’s regulatory regime for drinking water. It will also contribute to fresh water outcomes by providing central oversight and guidance for the sector’s wastewater and stormwater regulatory functions.

The Water Services Bill was introduced into the House in July 2020 and is expected to be passed in the second half of 2021. Key changes that have been introduced in the Water Services Bill are:

1. There will be a new compliance and accountability regime. All water suppliers, including Council, will have to be accredited to supply drinking water. This means that documented systems, policies, and processes will need to be developed. These will then need to be monitored and audited to a significantly higher standard than currently occurs.
2. There will be an increased range of suppliers that will be regulated. The proposal is that all supplies other than domestic self-suppliers will be regulated. All suppliers will be required to provide safe drinking water, and local authorities will be responsible for ensuring access to safe drinking water for communities in their districts. This will place a much greater level of responsibility on Council for knowing what the supplies are, monitoring them, and providing support for them to meet the new regulatory requirements. Changes to the Local Government Act 2002 are included as part of the water service bill.

Small suppliers will have up to five years to comply. The proposed legislation will require local authorities to provide safe water to communities where this cannot be achieved by the existing suppliers.

3. Council will also be required to work with key parties to manage risks to drinking water sources. This currently occurs now for Council operated supplies but is likely to be a more broader role in the future to include what are currently privately delivered schemes.



4. There will also be targeted changes to the wastewater and stormwater regulatory regime. The objective is to improve performance monitoring and central oversight, and guidance by the new Water Regulator. The Ministry for the Environment will be consulting on national environmental standard for wastewater discharges and overflows.

The Water Services Bill, if passed in its current form, will require increased resource capacity and capability within Council and its contractors to meet regulatory requirements to be an accredited water supplier, to collect the required information regarding private water supplies within the district, and to provide support to private suppliers.

### Three Waters Service Delivery Reform

In July 2020, the Government announced a funding package of \$761 million to provide immediate post-COVID-19 stimulus to local authorities to maintain and improve three waters infrastructure, and to support a three-year programme of reform of local government water services delivery arrangements.

While the Government's starting intention is for publicly owned multi-regional models for water service delivery, with a preference for local authority ownership, final decisions on a service delivery model will be informed by discussion with the local government sector and the work of the stakeholder steering committee.

Funding from the stimulus package was provided to councils that signed up to a Memorandum of Understanding, and associated Funding Agreement and Delivery Plan for the first stage of the Three Waters Services Reform Programme. The Government has indicated the possibility of further tranches of stimulus funding for councils that continue to work collaboratively with the Government on the water reform programme. Councils that committed to Tranche 1 are able to opt-out of the reform process at a later stage if they do not want to continue.

Central Otago District Council signed the Memorandum of Understanding for Tranche 1 of the funding and received \$9.46 million for operational and capital improvements to water and wastewater services. This work is required to be completed by 30 March 2022.

Council was required to complete a Request for Information by 1 February 2021 to enable national analysis of regional models for water service delivery. The amount of information provided is significant and will be used to provide information to the community later in 2021 regarding the case for change.

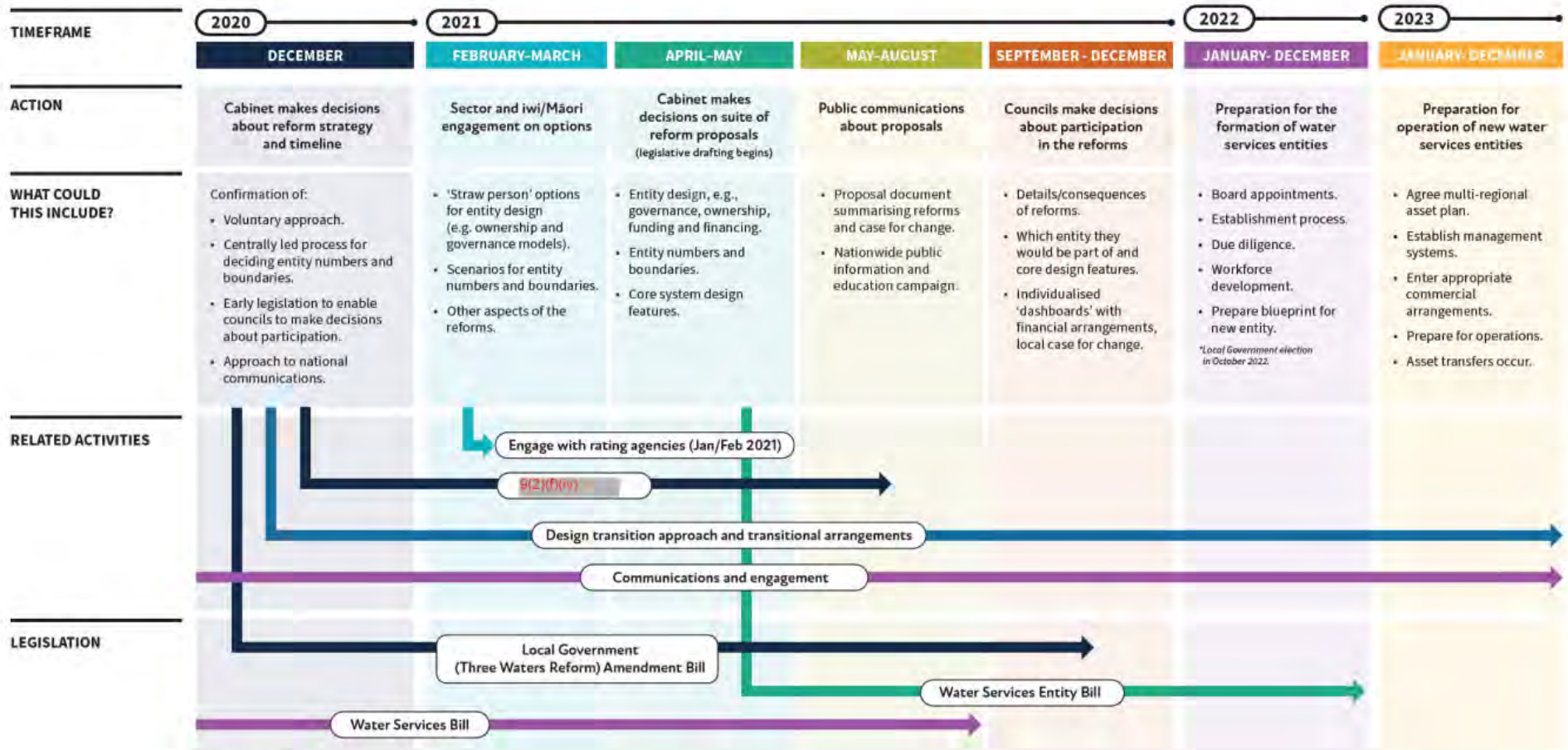
Council expects to consider proposals to continue with, or opt out of participating in further delivery reform proposals in late 2021. If a decision is made to continue to participate, then this is likely to come into effect in the 2023/24 financial year.

The community will need three waters services regardless of which entity delivers these in the medium to longer term. The forecasts that have been included in this infrastructure strategy reflect an assessment of the work that will be required.

Government has indicated that there may be further tranches of funding for councils that continue in the reform process, and that the new entities will commence operation in mid-2022 prior to local government elections.

# Three waters services delivery reform programme

Proposed reform strategy and timeline



IN CONFIDENCE - NOT GOVERNMENT POLICY

The water reform programme is creating significant uncertainty regarding responsibility for delivery of three waters services beyond year 3 of the 2021-31 Long-term Plan. If Council is not directly responsible for three waters in the future, these services will still need to be delivered by publicly owned entities, which Council may have an ownership interest in.

The 30-year programme of work that has been developed for the 2021 Infrastructure Strategy identifies the programme of work that is required to be undertaken to meet the required standards, community expectations and growth, and funded, regardless of ownership structure.

The investment programme has been funded based on what is most important to deliver these services to the community in the face of a changing world. Council has followed advice from the Taituarā Managers in preparing this Infrastructure Strategy.

## Essential Freshwater Work Programme

In 2018 the Government announced its plan to restore and protect New Zealand's freshwater. The plan's objectives are to:

- stop further degradation of New Zealand's freshwater resources and start making immediate improvements so that water quality is materially improving within five years
- reverse past damage to bring New Zealand's freshwater resources, waterways and ecosystems to a healthy state within a generation, and
- address water allocation issues, by working to achieve efficient and fair allocation of freshwater resources, having regard to all interests including Māori, and existing and potential new users.

The Essential Freshwater package introduces new rules and regulations to:

- stop further degradation of New Zealand's freshwater resources and improve water quality within five years
- reverse past damage and bring New Zealand's freshwater resources, waterways and ecosystems to a healthy state within a generation.

New National Environmental Standards for Freshwater and a new National Policy Statement for Freshwater Management came into force on 3 September 2020.

The National Policy Statement for Freshwater Management 2020 provides direction on how local authorities should carry out their responsibilities under the Resource Management Act 1991 for managing fresh water. It also provides for amendments to the Resource Management Act 1991 to give effect to Te Mana o te Wai in regional policies, plans and decision-making.



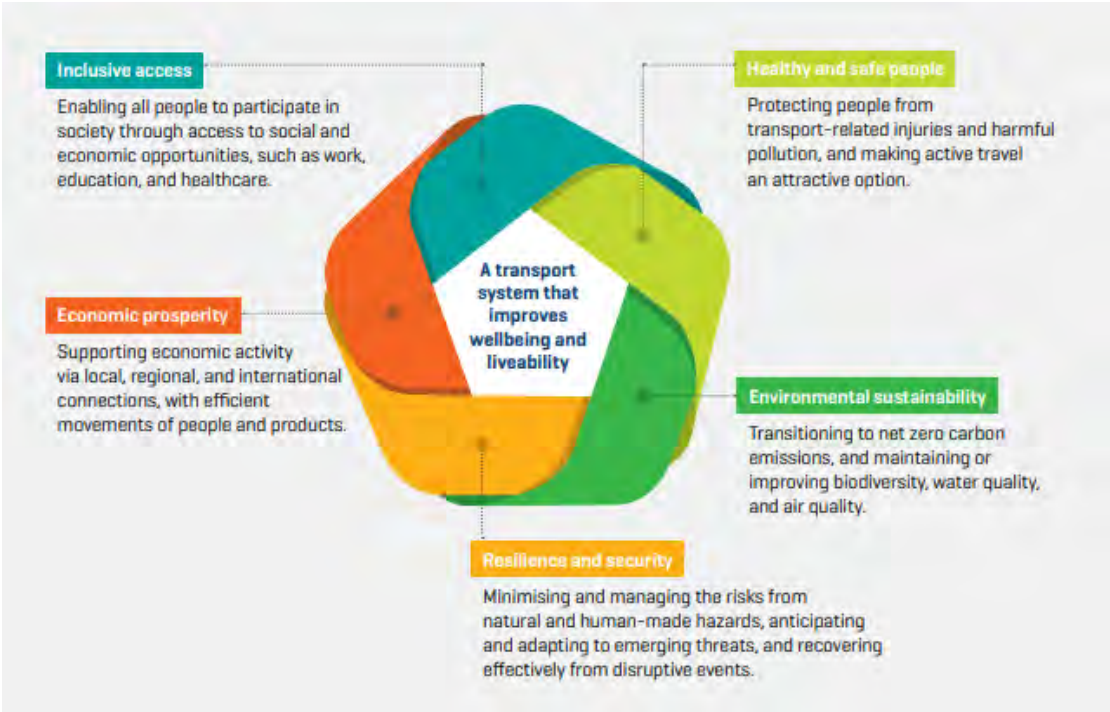
There are six principles of Te Mana o te Wai, which place obligations on every organisation managing freshwater resource to prioritise:

- The health and well-being of water resources (Mana whakahaere)
- The health of the people of New Zealand (Kaitiakitanga)
- The ability of people and communities to provide for this health and well-being (Manaakitanga)
- Governance
- Stewardship
- Care and respect for fresh water by all New Zealanders.

## Government Policy Statement on Land Transport

The Government Policy Statement on land transport 2021/22 – 2030/31 sets out how money from the National Land Transport Fund is allocated towards achieving the Government’s transport priorities. It sets out ranges for funding for activities such as public transport, state highway improvements, local and regional roads and road safety. Each Government Policy Statement sets out the priorities for the following 10-year period and is reviewed and updated every three years.

Government investment for the 2021/22 – 2030/31 period will be guided by four strategic priorities of safety, better travel options, climate change, and improving freight connections. The four strategic priorities are supported by a Transport Outcomes Framework.



## National Infrastructure Strategy

New Zealand's Infrastructure Commission – Te Waihanga, is an autonomous Crown entity that was established on 25 September 2019. The Infrastructure Commission seeks to lift infrastructure planning and delivery to a more strategic level and by doing so, improve New Zealanders' long term economic performance and social well-being. The Infrastructure Commission will produce a 30-year infrastructure strategy in 2021 to replace the government's 2015 30-year plan. This will take long-term trends into account, such as climate change, new technologies, and demographic change.

The Infrastructure Commission is also developing the Infrastructure Pipeline to give the market a better view of the timing, sequencing and scale of future credible and committed infrastructure projects. This includes information regarding central and local government work programmes and will enable the industry to plan ahead and enhance co-ordination of resources, capability, and capacity.

## Community Well-beings

The Local Government (Community Well-being) Amendment Act was adopted in May 2019. This provides for local authorities to play a broad role in promoting the social, economic, environmental, and cultural well-being of their communities, taking a sustainable development approach. The well-beings have been incorporated into a review of the Central Otago Community Outcomes, which are detailed in Section 3.

## COVID-19

COVID-19 was an unplanned event that has had significant social, cultural, and economic implications. The full extent of these implications is not yet known, but there are already changes in the lifestyle choices, work patterns, and work locations of New Zealanders that will have some impact on future delivery of infrastructure services.

Because Central Otago does not have significant commercial centres, the relocation of workers to residential areas will have minimal impact on overall demand for three waters services. There may be some changes in the timing of peak demand during the day if there are larger numbers of people who continue to work from home.

Central Otago is a popular domestic holiday location. The increased focus on personal health and well-being, and increased interest in cycling following COVID-19, combined with the development of the New Zealand Cycle Trail network may see increased numbers of locals and visitors cycling within the district. Provision has been made in the 30-year work programme to undertake projects to improve cyclist connectivity and safety between town centres and the significant cycle trails in the district.

Significant economic stimulus funding for construction projects has been provided to Queenstown Lakes District Council, which will place pressure on local construction resources. Residential sales are still buoyant, and subdivision construction is still occurring across the region. Demand for contractors is currently high heading into the 2021-31 Long-term Plan period, and this is expected to result in higher construction costs for projects. Budgets for projects in the first three years of the programme have been adjusted to recognise this. Demand for limited engineering and construction resources are expected to extend across the initial 10 year period of the infrastructure strategy as a large infrastructure investment programme commences across the public asset portfolio.

## Environmental Change

Society's expectations regarding mitigation of environmental impacts from infrastructure services has increased over the past decade. Practices that occurred in the past are no longer environmentally, socially or culturally acceptable or tolerated by the community.

This change is supported by government freshwater reforms, supporting legislation, changes to regional policies and plans, and increased compliance reporting and monitoring. Aside from the moral obligations to improve environmental outcomes, and reduce carbon emissions, levies and penalties are being applied to encourage improved performance.

Cost associated with activities that contribute to carbon emissions will continue to increase in the future. This includes the costs to dispose of sludge and screenings from wastewater plants to landfill as national increases to waste levies and the emissions trading scheme are implemented.

Increased treatment costs will occur to upgrade wastewater treatment plants to meet new freshwater standards, and to maintain these more technologically advanced treatment processes.

A higher level of scrutiny of compliance with national and regional standards and consent conditions is occurring. Council is required to meet the increased monitoring costs of the regulatory authorities which undertaken this work, as well as meet its own costs of increased compliance testing, monitoring, and reporting.

## Climate Change

Council commissioned Bodeker Scientific to undertake analysis and prepare a report of climate change impacts on the Central Otago District in 2017. This includes the scenario under the worst case or highest warming scenario, as well as the implications this may have for the district. The worst-case scenario is based on no behaviour change occurring to lessen the impacts of climate change.

The Otago Regional Council has engaged Tonkin and Taylor to undertake analysis of the expected impacts of climate change on the wider Otago Region. The implications of climate change on Central Otago presented in the Tonkin and Taylor report are similar to those in the Bodeker Scientific report. Council staff have also worked with the Otago Regional Council and other Otago councils to identify critical assets and services that will be vulnerable to the impacts of climate change in Otago. The Otago Regional Council has not yet published this work.

The Bodeker Scientific, and Tonkin and Taylor reports provide a common base for long term planning across Council activity areas.

Central Otago District is predicted to warm by several degrees by the end of the century. Total precipitation is not projected to change much in the district. However, the distribution and intensity of rainfall is likely to alter, with a greater likelihood of more frequent extreme rainfall events. These events have occurred infrequently in the past, which provides valuable information regarding the consequences of these events to improve planning for the future.

The potential impacts of climate change for infrastructure include:

- Higher intensity and more frequent extreme rainfall events affecting the headwaters of the Otago lakes and rivers will lead to increased frequency of flooding in the Clutha and Manuherekia River catchments. This will impact on water supplies due to flooding of vulnerable bore sites and dirtier water needing to be treated. Affected treatment sites are located at Roxburgh, Alexandra, Clyde, Omakau and to a lesser extent, Cromwell. The Omakau wastewater treatment site is also at risk of flooding from extreme events in the Manuherekia catchment.
- Higher intensity and more frequent extreme rainfall will lead to increased frequency of road closures in locations where roads and bridges are below the flood plain. There is also increased risk of landslides in the Nevis, Danseys Pass, and Beaumont areas, and damage from alluvial fans in the Teviot area. More frequent damage to bridge approaches is expected from flooded rivers, particularly in the Maniototo and Manuherekia areas.
- Increased frequency of drought, particularly in the Maniototo area, has implications for the resilience of water supply for towns in the Maniototo.
- Higher summer temperatures have implications for fire risk, particularly associated with road maintenance work and heat stress for workers outside. High temperatures will also cause bitumen to melt, causing damage to sealed roads.
- Storm events during winter may result in very high snowfall, with implications for road availability and management, and access to treatment plants.
- A reduction in the number of winter frost days is likely to see a reduced hazard from ice on roads and freeze thaw issues on unsealed roads.

Council is improving its understanding of the impacts of climate change on infrastructure, and planning to respond to these since the Bodeker Report was commissioned in 2017. Details regarding this response is discussed under the Resilience section.



## Sustainability and Carbon Reduction

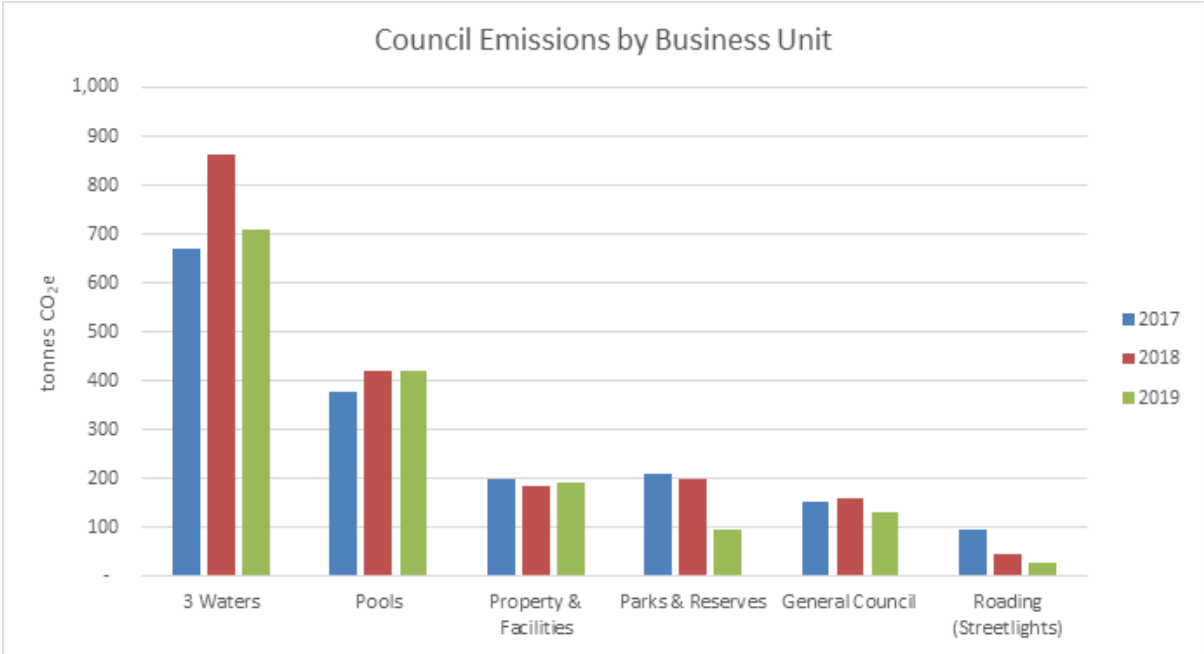
A Sustainability Strategy has been developed and was adopted by Council in 2019. The strategy builds on the community outcomes and well-beings and incorporates the United Nations Sustainability Goals. The strategy refines the council’s focus on sustainability to issues it directly controls, in the first instance. This acknowledges that improvements can be made. By getting our own house in order first, we can better lead the community in wider sustainability discussions.

An organisational sustainability team was established in 2019 to provide a greater environmental consciousness withing the organisational culture. This group has failed to gain traction during 2020 due to workload and capacity constraints. Increased resourcing capacity in 2020 and 2021 will enable this group to gain momentum in 2021.

Council declared a climate crisis in September 2019.

Council has joined the Toitū carbon reduce certification scheme which measures, manages and reduces its greenhouse gas emissions. This is a key strategic focus of Council’s Sustainability Strategy.

The emission sources that Council is responsible for have been measured for the 2017/18, 2018/19, and 2019/20 financial years. Emissions are broken down into three categories by the Greenhouse Gas Protocol, and by council activity in order to better understand the source. These will be audited prior to July 2021, along with Council’s emissions management and reduction plan.



These graphs include the greenhouse-gas emissions from the disposal of sludge, but do not include greenhouse gas emissions from the treatment of wastewater and the disposal of treated wastewater.

The emissions for three waters will more than double once the carbon implications from treatment processes and wastewater disposal are added.

Projects have been included in the 2021 to 2024 period to change the fuel sources used for Council pools and property to lower carbon alternatives.

Projects to achieve emissions reductions that are included in current and future funding programmes are:

- Replacing gas-fired heating at the Cromwell Pool
- Replacing the coal-fired heating at the William Fraser Building
- Replacement of Council vehicles with hybrids and electric vehicles
- Encouraging walking and cycling
- Reducing water demand
- Reducing waste to landfill, including sludge.

A sludge drying facility will be included in the Alexandra wastewater treatment plant upgrade in the 2025-2028 period. This will reduce the volume of sludge that is taken to landfill by a factor of six.

Funding has been included to enable a public education campaign to be undertaken to reduce water demand. A stormwater infiltration management programme has also been included to reduce demand on wastewater treatment plants.

There was a significant reduction in electricity consumption for street lighting occurred in 2019 when LED street lights were installed. Council has been supporting the installation of electric vehicle charging stations by enabling these to be placed on Council land. Investment in improved walking and cycling facilities will continue to encourage modal shift.

Council is investing in a glass crushing facility to enable mixed colour glass to be diverted from landfill and used in construction projects. Council specifications for projects support the re-use of this material. Consideration of sustainable practices in construction is also included in the procurement process for Council infrastructure projects.

## Resilience

Council prepared an Infrastructure Resilience Plan and an Infrastructure Response Plan in 2020. The Resilience Plan identifies the natural events that will create risks to three waters and roading infrastructure and services, and the likelihood and consequence of these events occurring. The implications of climate change on the frequency and severity of natural hazards were included in the consideration. The implications to infrastructure, mitigations, and response to seismic events is also included in the resilience plan. This included a review of the seismic resilience of bridges.

The actions council is taking to provide resilient infrastructure services and prepare for climate events is discussed in this section under Resilience and the Reliability section.

A pandemic plan was developed in March 2020 to ensure safe delivery of critical services during the COVID-19 restrictions. All but critical maintenance work to ensure public health and safety was placed on hold during the Level 4 lockdown. Critical maintenance staff, such as treatment plant operators worked in separate bubbles to reduce the risk of transmission across the wider group. Normal maintenance work resumed in Level 3 with hygiene and separation protocols in place. These plans now exist for any future events.

Council has typically managed its infrastructure services from small activity-based teams of five staff for each activity. These are small teams relative to those in similar sized councils. 25% of the infrastructure services team is approaching retirement. This, combined with the normal staff turnover due to personal factors, places a high level of risk on the continuity of delivery of service, and institutional knowledge of the networks.

Council has undertaken a review of salaries in 2020 to align existing staff salaries with the industry standard for councils in the South Island, and of a similar size to Central Otago. There is a high demand within New Zealand for both experienced and inexperienced engineering professionals. It takes an average of six months to recruit new engineering staff, and bring them on board. These gaps cause significant additional workload on the remaining staff. The alignment of salaries to industry standards has been required to reduce the likelihood of staff leaving to take up more lucrative positions elsewhere. Salary alignment is being supported by organisation culture, staff development opportunities, and improved working conditions to attract and retain capable and experienced staff.

There is a shortage of water engineers within New Zealand and the current uncertainty regarding future employment is adding to the difficulty of attracting applicants to roles within the regions. Council will consider alternative delivery contract models for water services in 2021 to ensure there is adequate resourcing to deliver operational and strategic planning needs during the water reform period.

## Change in Demand

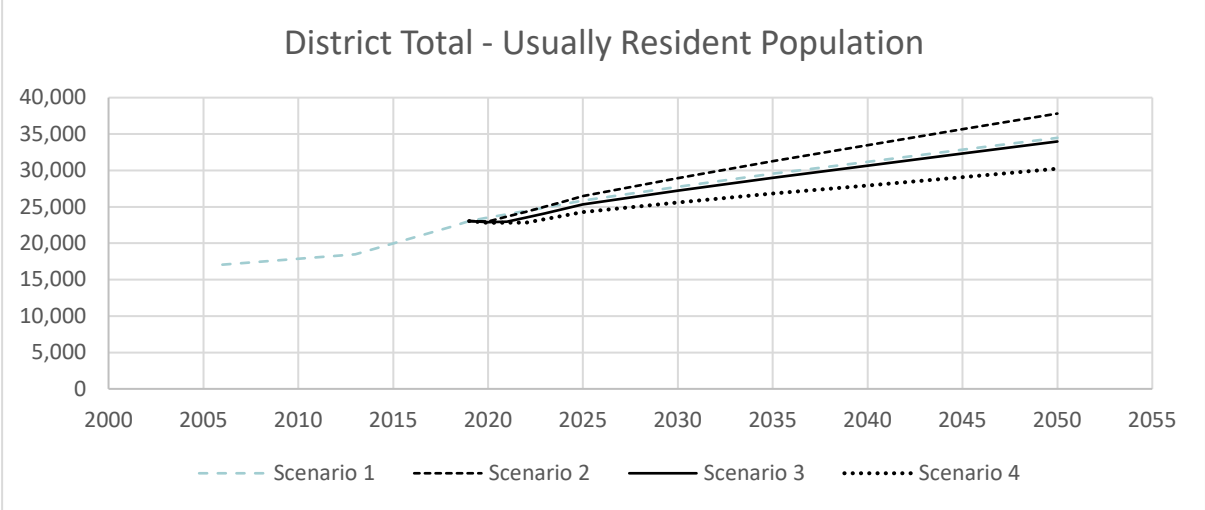
### Population and Demographic change

Council's growth model uses the Statistics New Zealand population projections as the basis for forecasting growth in the district. Data Ventures are a branch of Statistics New Zealand that works with cell phone providers to provide near real-time population insights to township, ward, and district level. This information was made available to Central Otago District Council following COVID-19 to help inform the health of the economy and assist in strategic planning. The growth projections were revised in June 2020, and updated again in December 2020.

Projections through to 2050 are made for the following categories:

- usually resident population
- employment
- number of dwellings
- rating units
- visitors

As seen in the graph below, Council has far exceeded the growth expected when the last growth projections were completed in 2016. The previous projections were modelled using Statistics New Zealand projections as a starting point. However, due to the delayed release of the 2018 census data, the somewhat conservative nature of these projections, and their failure to predict the growth that occurred, a new methodology has been used for the 2020 growth projections.



The 2020 projections have been developed using a bottom up approach. Individual growth drivers for each Statistical Area 2 (SA2), Alexandra and Cromwell have been developed using employment and job growth as the basis of the modelling.

Four growth scenarios have been modelled. These are:

Scenario 1: business as usual (Pre COVID-19) - used as a baseline to compare the other three scenarios. It assumes that there has been no impact from COVID-19 and there is no limit on the number of dwellings that can be constructed.

Scenario 2: high - assumes that COVID-19 has a minimal impact on the district. While there are some job losses, the district recovers to a level above the business as usual scenario.

Migration drivers and assumptions are increased by 15%, which means more people will move to Central Otago and fewer people will leave. There has been an allowance for currently zoned land to reach capacity.

Scenario 3: medium - models the expected impact from COVID-19. This assumes that all parameters return to the business as usual prediction by 2025. There is an allowance for capacity constraints of the currently zoned land.

Scenario 4: low - models a situation in which COVID-19 has a higher than expected impact on the district, e.g., more job losses, and only recovers to 5% less than the business as usual scenario by 2025.



Migration drivers and assumptions are also reduced by 15%, which means fewer people will move to Central Otago and more people will leave. There is an allowance for capacity constraints of the currently zoned land.

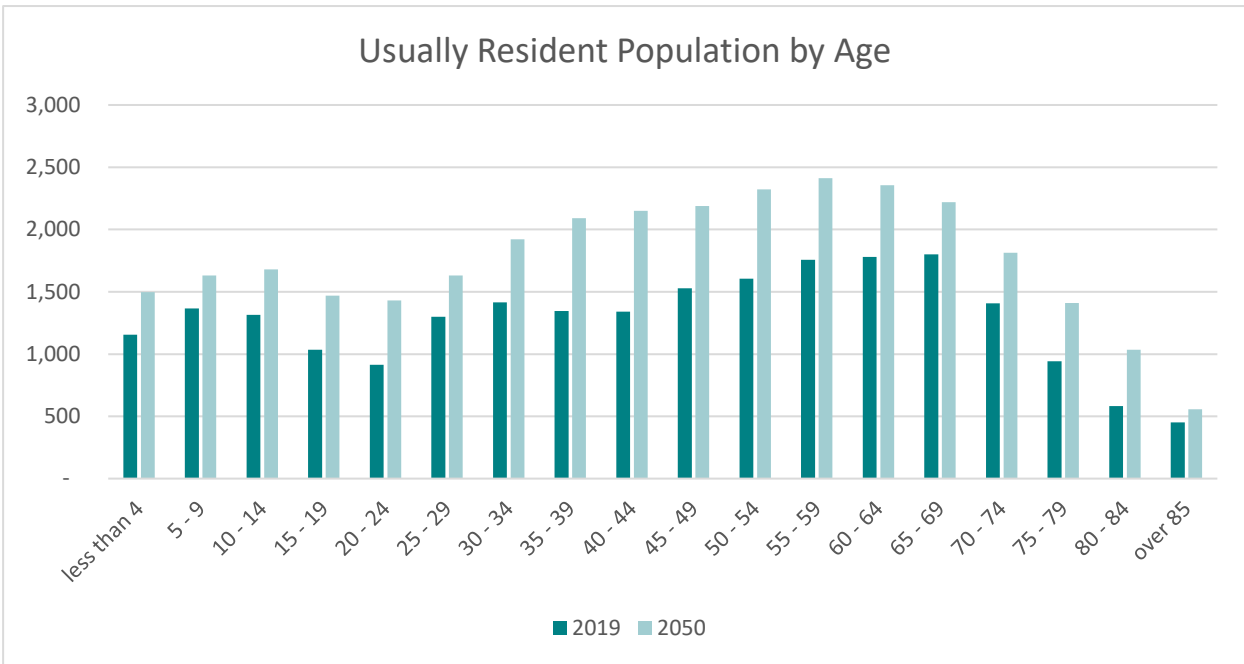
The initial recommendation in June 2020 was that Council used Scenario 3 with six-monthly check-ins to monitor against current data to understand whether the anticipated impacts of COVID-19 are occurring, and the progress of recovery. This has been undertaken in December 2020 using data from Data Ventures which is obtained from cell phones and shows that the anticipated drop in population from job losses has not occurred. The recommended scenario has been amended to Scenario 1.

Scenario 1 projects that the district population will increase by 55% from 22,200 usual resident people in 2018 to 34,474 people in 2050. This equates to an average annual growth rate of 1.3%. The average annual growth rate between 2006 and 2019 was 2.3%, and ranged from 0.6% in the Teviot Ward to 4.4% in the Cromwell Ward.

	2020 Usual Resident Population	2020 Peak Population	2050 Usual Resident Population	2050 Peak Population
District	23,528	45,696	34,474	65,591
Cromwell	9,036	17,375	15,350	27,173
Maniototo	1,697	3,294	1,663	3,873
Teviot Valley	1,225	3,399	1,926	4,943
Vincent	10,938	20,996	15,536	29,604

Table 8.3.1 Central Otago projected population growth 2020 - 2050

The projected demographic profile remains similar, although the cohort of younger people between 15 and 24 who leave the district for other opportunities such as education and employment is less pronounced. There is a high number of older residents between 55 and 65 years who move to the area later in their career or for retirement. Elderly people (over 70) leave the area, possibly in search of better healthcare and assisted living options.



The increased older population will affect both the demands on our infrastructure and the affordability of our services to people on fixed incomes in the long term. An older demographic requires higher levels of service for footpaths and infrastructure that supports accessibility for people with restricted mobility.

We have implemented an innovative method for measuring the level of service on our footpaths. This uses a phone-based application that is mounted on a mobility scooter. This records a roughness of the footpath over 5m intervals. This information is mapped, and is used to prioritise work programmes. This ensures that the work programmes are targeted to actual customer experience on the network. Funding has been provided to continue to extend the footpath network, and to ensure that all street crossings have cut down kerbs to enable disabled access to and from footpaths.

### Urban Growth

Central Otago District has experienced consistent subdivision growth over the last 18 years. Central Otago, like much of the country, has seen property values increase sharply over the past 5 years. Average house values in Central Otago have doubled since 2008, and during the same time period, there has been a noticeable decrease in the average household size with there now being an average of 2.2 people per household.

There is currently no remaining urban-zoned land available for development in Clyde until the wastewater reticulation project is complete, and very little in Cromwell and Alexandra. This is resulting in increased demand in Omakau and Roxburgh where property prices are more affordable.

This has led to a number of private plan changes being implemented. The outcome of this is that forecasting of growth areas and the subsequent infrastructure impacts is difficult.

The District Plan is currently under review, and this will include provision of sufficient zoned land to meet the expected demand for the next 20 years.

Council adopted a spatial plan for Cromwell in 2019, and modelling for upgrades in Cromwell is including the planned zone changes, and associated housing density changes. A spatial plan is being developed for the Vincent area, and the ability of infrastructure to meet the different options proposed is being included as part of the spatial plan investigation process.

Financial provision has been made in our resealing programmes for an increase of 850m of sealed roads per annum to the current network due to subdivision.

Other asset growth has been accommodated within the existing operational and renewal budgets, with depreciation being recalculated annually. The duration and extent of subdivision growth and tightening of renewal budgets means that this it is no longer possible to meet the increased work associated with larger networks where there is a direct operational cost for these assets.

Budgets have been increased to provide maintenance on a longer urban sealed network, particularly for routine street cleaning. Further analysis is required to understand the asset and operational cost implications of subdivision growth on the water services assets.

### **Technology Advancement**

Council has embraced technology and it is widely used for quick notification of events such as road conditions and disruptions to service. This technology is also widely used for managing the water, wastewater and roading networks.

Electric vehicle charge stations are being installed across the network. These are often located on Council land but are funded by commercial providers.

The introduction of autonomous (driverless) vehicles will have a significant impact on the way travel is undertaken in the future. For the purposes of this strategy, we have assumed that vehicle ownership will continue in rural areas. We expect autonomous vehicles to result in substantial reductions in road crashes and associated deaths and injuries in the longer term. While we recognise that change is coming, no specific provisions have been made in our plans for the introduction of autonomous vehicles. Council will monitor the impacts of this technology on larger metropolitan areas to guide future planning.

The development of technology that provides improved data for decision-making is rapidly advancing. This technology is being incorporated into Council's operational activities where appropriate. It is being used to mitigate risk, and to provide data for hydraulic and asset deterioration modelling. It is also used to provide early notification of issues with plant, and of weather conditions.

## Section 3: Key infrastructure issues

### Resilience – Water, Wastewater, and Roads

Over the last decade, Council has undertaken several studies aimed at understanding and improving the resilience of its three-waters and roads networks. The 2020 Resilience Plan collates information from those studies, along with more recent information, to provide a consolidated view of Council's critical assets and risks from hazards. The study also identifies potential mitigations to improve network resilience.

The assessment looked at risks from both a 'hazards' perspective (what are the potential impacts of various hazards) and an 'assets' perspective (what is the consequence of failure of an asset, regardless of cause).

A significant amount of information has been collected as GIS data as part of this study. This information aims to facilitate hazard assessment, such as enabling the overlay of hazard maps (earthquake, flooding, slips) with critical asset maps to identify which assets are most exposed to the hazard. It also assists with rapid response, such as knowing how quickly wastewater will overflow from a pump station in a power outage, which assets are most critical and should be inspected and restored as a priority, and the backup capabilities for communications and power failures.

Many significant weather events have occurred in the District's recorded history causing flooding, wind/snow damage and drought, and climate change is expected to exacerbate these hazards. A number of potential mitigations have been programmed, such as investigating more secure water sources at Roxburgh, Ranfurly, Naseby and Patearoa, upgrading wastewater pump station storage volumes (some only have a few minutes before they overflow if pumps fail) and road flooding mitigations such as upgrading culverts.

It is well known that the earthquake hazard poses a major risk for the district. The recent Alpine Fault Study AF8 confirms that a major Alpine Fault rupture occurs every 300 years (and the last one occurred around 300 years ago) and there are many other local faults. In a major earthquake, it is likely that many roads will be blocked through landslips and the region may be isolated for some time. An improvement action identified is to review the required functions of back country roads that may be needed as alternative routes if highway closures are prolonged, such as in the 2016 Kaikoura earthquake. Additional funding has been provided within the roading programme to enable drainage and metalling to be undertaken on back country tracks.

The water and wastewater pipe networks are highly vulnerable to seismic damage, particularly the older pipe materials such as asbestos cement (as was evidenced in the Canterbury earthquakes). Replacement of the older and most critical pipes, i.e. those that are most likely to fail and cause outages to larger populations, will be prioritised over the next three years.



These hazards will also have secondary effects through power and communications failures. Communication backup arrangements have been established by Council and CDEM, including satellite and radio. However, there is very little existing backup electricity generation capability on Council's water and wastewater networks, with only two mobile generators available. Funding has been included to install permanent back-up generators at Clyde, Roxburgh, and Cromwell bore fields, and at 10 wastewater pump station and treatment sites.

### **Safety - Water Treatment**

Water treatment upgrades are required to meet national drinking water standards on Clyde, Alexandra, Cromwell, Ranfurly and Patearoa, water supplies.

All Council water supplies are chlorinated to mitigate the risk of bacterial contamination such as E. coli. Treatment for virus and protozoa contamination occurs for the Roxburgh supply only. The Roxburgh supply is not meeting the compliance requirements due to sediment from the existing borefield. A project is proposed in 2022 to develop new bores to address this problem.

Work is currently underway on the Naseby supply which will provide protection against protozoa and virus in 2021. Work is programmed in 2020/21 on Omakau, Ranfurly, and Patearoa supplies to enable compliance.

The Lake Dunstan Water Supply Project will continue into 2021/22, and will provide compliant water for Alexandra and Clyde.

Investigation work into upgrading of the Cromwell treatment plant has commenced, with construction programmed in 2022-2024. The initial investigation work has identified that a lake take is likely to be the most viable option, due to the hardness of the water from the existing borefield.

The budgets for the Cromwell water treatment plant have been increased to provide for a membrane filtration system to be installed, instead of the originally proposed cartridge system. Investigation work for the Lake Dunstan Water Treatment plant identified the presence of the algae lindavia in Lake Dunstan. Trials of different filter systems have identified that the membrane system is the most appropriate to cope with the presence of these algae.

### **Minimising Environmental Impacts**

Completion of construction of stage 1 of the wastewater reticulation on Clyde will continue into 2021/22. The scope of this stage has increased to include connection of 235 properties, instead of the originally proposed 171 properties. This project will improve the quality of groundwater discharges to the Clutha River. It will enable further growth to occur within Clyde on properties that can be connected to Stage 1.

Public consultation on the proposal to construct the Clyde wastewater network in three stages identified that many property owners in Stage 3 wish to be connected sooner. The proposed timing of Stage 2 continues to be in 2029, but Stage 3 has now been programmed to be undertaken with Stage 2.

It is expected that there will be increased environmental discharge standards applied to a new resource consents for wastewater treatment sites. Projects to increase treatment processes to improve discharge quality have been programmed for each site prior to consent expiry years. Funding is included in 2021 to undertake investigation into options to reduce nitrogen in discharges from both the Cromwell and Alexandra treatment sites.

The resource consent for the Lake Roxburgh Village wastewater treatment site will expire in 2023. It is expected that there will be increased environmental discharge standards applied to a new consent. The options to address this are to undertake a costly upgrade to the existing treatment site with associated increased operational costs, or alternatively to pipe wastewater from Lake Roxburgh Village to the Roxburgh treatment site. Provision has been made to pipe wastewater from Lake Roxburgh Village to Roxburgh in 2022, as this will provide the lowest capital and whole of life cost.

Capacity and treatment process upgrades were programmed at the Alexandra wastewater treatment site for 2029 to provide sufficient capacity to enable stage 2 of Clyde wastewater reticulation to be connected to Alexandra, and to meet existing resource consent requirements for treatment upgrades.

This work has been brought forward to commence in 2021 and be completed by 2026. The existing plant was constructed in the 1980s and there is no redundancy within the process. This means that it is not possible to take the plant offline to undertake mechanical maintenance or renewals without significantly impacting on discharge quality.

Commencing in 2021, funding is provided to progress investigations into the upgrades required at the Alexandra treatment site to meet consent conditions, and into options to provide redundancy in the interim. This will enable maintenance work to be undertaken on the existing plant without breaching consent limits.

The alternative would be to continue to accept the risk of unconsented discharge in the increasingly likely event of plant failure.

Council has been phasing out the practice of using oil for dust suppression on gravel roads since 2009. Council has constructed a 100m length of more environmentally appropriate low cost seal (Ecoseal) where there is a house within 100m of a gravel road when undertaking routine gravel renewals. From 2020 oiling is no longer permissible within the Otago Region. Additional funding has been provided in 2021 to Ecoseal the remaining backlog of sites where there is a house within 100m of a gravel road. The alternative would be to use a canola oil product which would provide a significantly higher whole of life cost than the Ecoseal option.

### **Accessibility in Urban Centres of Cromwell and Clyde**

The growth in population, business, tourism, property development, and jobs days is leading to changes in demand for parking, and use of public spaces, potentially eroding the experience for visitors and locals. Traffic, parking, cyclist, and pedestrian volumes within a confined area in Clyde and Cromwell have increased significantly.

The way key streets and lanes are used by pedestrians, cyclists and drivers, and the lack of clarity of the function and purpose of these streets is confusing and potentially unsafe.

The continued development of the New Zealand Cycle Trail route within Central Otago will result in an ongoing growth in cycle tourism and cyclists on the Central Otago Road network. The new trails will eventually provide over 500 kilometres of 'destination' off-road cycle trails that connect Queenstown, Wanaka and Cromwell with the existing Central Otago trail network at Clyde. The Lake Dunstan Cycle Trail between Pisa Moorings, Cromwell and the Clyde Dam will be operational in early 2021.

Work proposed in Clyde in the 2018 Long-term Plan has been delayed to co-ordinate this with the wastewater reticulation project. The stage 1 heritage precinct roading work that was planned will be undertaken in 2021. A project is proposed which will see stages 2 and 3 completed in the 2021-23 period.

Council has discussed options with Contact Energy to facilitate the safe access of cyclists who finish the New Zealand Cycle Trail network at Clyde into the Clyde Heritage Precinct. Cyclists are currently required to travel along Fruitgrowers Road along a one-lane section of road through an active landslide, and across the single-lane Clyde Bridge. A more desirable option would be for cyclists to cross Lake Dunstan near the Clyde Dam, and travel down Sunderland Street into the Heritage Precinct.

There are operational limitations on the use of the Clyde Dam as a cycle route, and an alternative would be to install an electric punt adjacent to the log boom. This would take cyclists across the lake. Funding has been provided to install traffic lights on the Clyde Bridge as an interim measure, and for investigation and then potential construction of an electric punt.

The Cromwell Masterplan is supported by intersection, pedestrian and cycling improvements from 2022. This will improve the flow and safety of traffic, pedestrians, and cyclists within the town centre. A new cycle path along Neplusltra Street will improve cyclist connectivity between the New Zealand Cycle Trail network, Old Cromwell, and the Town Centre.

### **Capacity of Cromwell Water Network to Meet Growth Demands**

Volumetric charging for water was introduced in Central Otago on 1 July 2012. A 30% reduction in water consumption was achieved through volumetric charging. Increase in water demand from population growth in Cromwell has now consumed the original capacity savings that were achieved through the introduction of volumetric charging and demand is now back at the 2012 levels.

The adoption of a spatial plan for Cromwell in May 2019 provides a basis for reassessment of the future water capacity needs for Cromwell.

Projects to improve water treatment, operational performance, and distribution of water to Bannockburn and Pisa are included in the Long-term Plan. These projects include additional capacity to meet future population growth.

Further investigation is required now that the spatial plan has been adopted to ensure that the distribution network and storage provisions for Cromwell township meet future growth demand. Hydraulic modelling will be undertaken in 2021 to inform project planning for pipe replacements and reservoir upgrades. A project has been included in 2027/28 to upgrade pipe sizes and provide increased reservoir capacity.

### **Stimulus Delivery Programme**

The \$9.46 million that Central Otago District Council received from Tranche 1 of the Water Stimulus Funding has enabled \$5.49 million of projects that were in years 2022 to 2027 of the 2018-28 Long-term Plan to be brought forward. This work is required to be completed by 30 March 2022.

\$6.7 million of Tranche 1 of the Water Stimulus Funding is being spent on water projects. This includes \$3.8 million for increased reservoir capacity at Alexandra and Naseby, and \$2.9 million for resilience upgrades to replace old falling mains, protect the Roxburgh Treatment Plant from scour damage, and improve water pressure at Omakau and Roxburgh.

\$1.8 million of the Tranche 1 funding is being spent on increasing the capacity of the Melmore Terrace and Alpha Street pump stations in Cromwell, and on providing a separate pipe between the Tarbert Street pump station and the Alexandra wastewater treatment plant. The Tarbert Street pump station currently pumps to the Dunorling Street pump station, and then across the Manuherikia River to the Alexandra Treatment Plant. Increased resilience will be achieved by separating the two pump stations, as either can then operate independently of the other.

While no commitment has been provided by Government to further tranches of funding, it is anticipated that a funding package will form part of the discussion regarding councils continuing to participate in the reform process. If this occurs, then Council needs to be ready to bring forward further work within the Long-term Plan. Funding has been provided in year one of the 2021-31 Long-term Plan to undertake the necessary investigation work on a number of water and wastewater projects that are in years four to ten of the programme. If further Government funding becomes available, then these projects will then be ready to be brought forward.

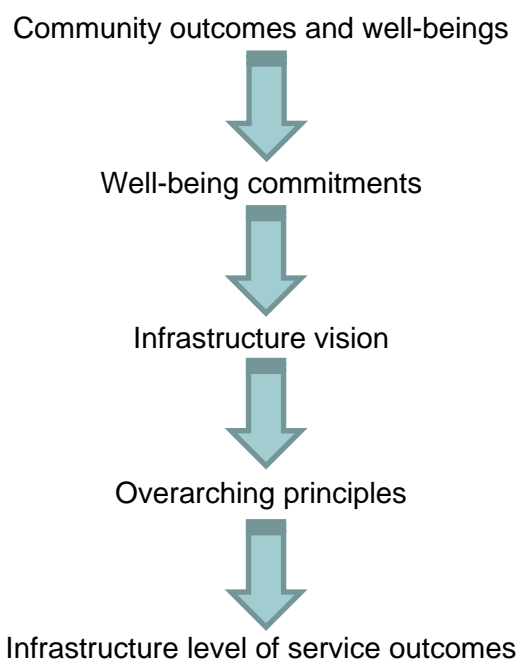
A further \$8.7 million of water projects could be brought forward if further funding becomes available. This includes construction of a dedicated rising main for Cromwell, increased capacity in the Bannockburn pipeline, construction of the Pisa reservoir and pipeline, Gilligans Gully upgrade, separation of irrigation connections from treated supplies to increase capacity, construction of reservoir bypass tanks to improve operational efficiency, and installation of backup generators at Clyde, Roxburgh, and Cromwell.

Increased storage capacity is required at a further five pump stations to provide a minimum of eight hours storage. A project costing \$3.6 million to complete this work can be brought forward if further stimulus funding becomes available.

## Section 4: Strategic priorities

Central Otago infrastructure services are delivered within a framework of strategic objectives. This enables the alignment of strategic priorities across multiple activity and asset groups. This framework ensures that the understanding of need is the same between asset managers and governance decision makers, and that the work that is planned underpins the strategic direction set by Council and the community.

### *This strategic framework is:*



Council reviewed the community outcomes, well-being framework, infrastructure vision, overarching principles, and level of service outcomes in 2020.

### Central Otago Community Outcomes and Well-beings

Central Otago District Council community outcomes have been changed in 2020 to incorporate the four well-beings. These reflect the community values that have been expressed during different engagement processes in the 2018-2020 period.

Connected community	Thriving economy	Sustainable environment
Sense of community (caring, relaxed small-town feel, 'togetherness')	Vibrancy of town centres and local businesses	Outdoor recreational opportunities (water-sports, hunting, dark skies, etc.)
Welcoming and family-friendly	Managed growth (in line with community values)	Natural environment (open spaces, landscapes and vistas)
Peaceful	Visitor destination	Clean lakes and rivers
Rural feel	IT connectivity	Cycling and walking tracks
Enabling connections through quality services (e.g. internet, transport)	Protection of productive lands	Protect our unique heritage



## Central Otago Well-being Commitments

Council has identified a series of commitments to deliver the well-being aspirations of the community. The commitments that are enhanced by infrastructure delivery are shown bold.

<b>Council's Commitment to Our Community Outcomes</b>		
<b>1. Provide community facilities that are fit for purpose and cost effective.</b>	<b>2. Develop a masterplan that encourages urban growth to revitalise the town centre and protect productive land and rural settlements.</b>	<b>3. Protect and enhance the landscape and environment by advocating the Central Otago World of Difference values.</b>
4. Support newcomers to the district and encourage events and projects that celebrate inclusive communities.	5. Uphold the District Plan to ensure that the effects of using, developing and protecting the districts natural and physical resources will be managed in the future.	<b>6. Profile and reduce Council's environmental footprint, and manage environmental impacts through the District Plan.</b>
7. Provide contestable funding for community-driven initiatives, experiences and events that promote local and visitor well-being.	<b>8. Support and encourage a business-friendly community.</b>	<b>9 Invest in Council infrastructure to renew plant when needed, to accommodate population growth, and to meet environmental and health standards.</b>
<b>10. Advocate for improved connectivity and infrastructure across the district, to support community resilience.</b>	11. Encourage visitors to the region to create value to our communities.	<b>12. Work with other agencies to improve health and water standards in the district.</b>
13. Advocate for improved mobile coverage and broadband rollout.	14. Encourage high-value visitor experiences in this district, through the provision of a mix of products and experiences that is matched both to community aspirations and the needs of our target markets.	<b>15. Continue to develop culture and heritage opportunities in the district.</b>

## Infrastructure Vision and Overarching Principles

The vision for Infrastructure is:

*We will deliver infrastructure services that support our community*

The vision is supported by six overarching principles which underpin all decisions relating to delivery of infrastructure services.

The overarching principles are to deliver infrastructure services that:

- Represent value for money and are affordable
- Are integrated, consistent, and fit for purpose
- Are environmentally conscious
- Are reflective, innovative, and forward thinking
- Meet legal requirements
- Are equitable for current and future generations.

### Value for Money and Affordability

Value for money and whole of life cost is considered in determining the best option to address maintenance, renewal, and improvement work. Council uses advanced deterioration modelling of sealed roads and pavements, gravel roads, water pipes, and footpaths. This identifies the optimal mix of maintenance and replacement budgets and work programmes for these assets.

Advanced asset management tools require complete and accurate asset data to produce robust outputs. Council invests in the collection of data for roading and below ground three waters assets to ensure that accurate outputs can be produced.

In the past five years, Council has been investing in improving asset data for water services. This has included:

- implementing a new asset management system (Assetic)
- closed circuit television (CCTV) inspections of the wastewater pipes
- laboratory sampling of water pipes
- hydraulic modelling of the council's water and wastewater reticulation schemes, with focus on the modelling needed to support growth in Alexandra and Cromwell.

### Integrated, Consistent, and Fit for Purpose

District-wide funding is applied to all core infrastructure activities. All properties that receive Council three waters services pay the same rates for these activities regardless of their location. All properties pay for roads and footpaths.

District-wide funding has enabled Council to undertake work where it is needed, when it is needed, and to set a consistent level of service for infrastructure across the district. This is providing improved value for money, and improved affordability of services.

Levels of service are set to meet the legal and resource consent requirements for treatment of three waters. Rounding levels of service are set based on the national One Network road classification framework. Levels of service for capacity, and response to failures for all infrastructure services are based on the criticality of the service. This is largely driven by the numbers of people impacted by the failure.

### **Environmentally Conscious**

Council expects all decisions made in regard to delivery of infrastructure to be environmentally conscious and consider the environmental implications as well as the financial and level of service implications. Council's goal is to meet all environmental consent requirements, and to minimise the impacts that infrastructure services have on the environment.

A consents management system was implemented in 2019. This system allows Council staff to access, manage, and ensure compliance with conditions from Otago Regional Council and other organisations. This tool also increases awareness of the range of environmental conditions that need to be managed as part of the Council's infrastructure service delivery.

The structure of Council's Water Services Team has been changed in 2020 to enable a greater level of management and oversight to three waters activities. This includes providing a dedicated consents compliance and monitoring role, increased strategic planning, and operations management capability and capacity to the team. This will increase Council ownership of environmental impacts from three waters activities. This will also enable proactive renewals and maintenance work to be undertaken to reduce environmental impacts from unplanned outages and asset failure.

The 2021 Infrastructure Strategy provides funding to increase storage capacity and emergency generators at wastewater pump stations. Funding has been provided to install devices that provide real-time in-flow measurements on all wastewater discharges from treatment sites and improve screening of material entering wastewater treatment. Significant funding has been provided for investigation of improved treatment processes at the Alexandra wastewater treatment site. This includes investigation, resource consent renewal, design and construction commencing in 2025. Funding for investigations into options to reduce nitrogen loadings from wastewater discharges has also been provided in 2021-22.

### **Reflective, Innovative and Forward Thinking**

Central Otago District Council has the second lowest cost roading network in New Zealand. This has in part been achieved through a culture of reflection, and making changes in practices to improve service based on customer feedback and learnings. An all-inclusive, collaborative contracting model has been in place on roading since 2009, and this has provided a culture where ideas and innovative practices have been encouraged from both the contractor and council staff. These are then trialled and rolled out where they are proved to add value.

The three waters maintenance contract is a traditional contracting model with lump sum and unit rate payment methods. This contracting model, combined with management capacity challenges has resulted in less innovation in the delivery of three waters maintenance. Council will consider the potential for improvements from changes to the form of the contracting model in 2021.

Three waters capital improvements have been delivered separately to the maintenance contract. Significant investigation work is undertaken on large capital improvement projects to ensure that innovative designs can be implemented while still managing risk. A variety of contracting models, including design build and maintain, collaborative, and traditional are being used. The procurement model selected for each project depends on the understanding of risks and cost-effective allocation of these, and the capability and capacity of the contracting market to deliver the work. A review of projects is occurring during and after final delivery to enable learnings to be incorporated into future projects.

Infrastructure planning involves the regular review of development and forecasts relating to technological advancements, government policy direction, society attitudes, population and demographic changes, and environmental and climate change and science. Council infrastructure staff participate in national workshops and meetings, regional work groups and attend industry presentations to ensure they are informed of changes and advancements in infrastructure delivery.

### **Meet Legal Requirements**

Council has had a programme of water treatment upgrades underway since 2018, with the goal of having all schemes fully compliant with the New Zealand Drinking Water Standards by 2023. There have been delays in the delivery of projects in the 2018-2020 period due to unexpected issues being identified with the source water. This has required further investigation work, and changes to the proposed treatment processes. While the initial projects will be completed later than initially proposed, it is expected that all the supplies will still be compliant by 2023.

Additional staff resources have been provided to enable full compliance with all consent monitoring and reporting requirements. Investment has also been provided to enable upgrading of wastewater pump stations to ensure emergency storage and power supply is provided to avoid unconsented discharges.

### **Equitable for Current and Future Generations**

One of the biggest challenges a council faces is balancing its community's ability to pay, with the need to maintain infrastructure and deliver services. The COVID-19 pandemic has added to this challenge. Council aims to keep rates and charges affordable for current and future generations. At the same time, Council needs to focus on building community resilience, supporting economic development and promoting opportunities for growth that ensures our community is sustainable into the future.

To ensure that we continue with a balanced approach, we keep the two guiding principles of affordability and sustainability at the forefront of how we develop our infrastructure and financial strategies.

The desired outcome of this strategy is that Central Otago District Council's asset base and operational expenditure are managed in a cost-effective manner and continue to be funded in a manner that is sustainable for current and future generations.

Council rates for the majority of its depreciation, which is held in reserve to be spent on replacement assets and the payment of borrowings required to fund these assets. All roading and three waters infrastructure renewals are funded by depreciation reserves.

Council may also choose to loan or rate-fund replacement assets if there are insufficient depreciation reserves.

Council has not previously rate-funded depreciation for bridge renewals, so there are limited reserves set aside for the programme of bridge renewals in the 30 year infrastructure strategy. Ratepayers are being asked to fund the increased depreciation costs that result as well as the interest cost for the use of money in the early years of the programme. 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.

Increased level of service for significant capital works is primarily funded by loan. These loans will typically be for no longer than 30 years and funded either internally or externally dependent on the availability of cash reserves. Taking a loan in this instance means that future users of the asset help to pay for it over the asset's lifespan and current ratepayers are not burdened with the full cost.

To ensure that Council manages the cost of borrowings to mitigate unnecessary costs to the capital programme, Council consulted with the community in the 2020-21 Annual Plan and has joined the Local Government Funding Agency.

As part of the consultation on the 2018-28 Long-term Plan, it was decided that all properties connected to the Clyde Wastewater project will pay a connection fee. For stage one this is \$10,000 and will be paid either as a one-off payment in full or spread over ten-years with a 5% interest charge per annum.

When replacing or putting in new assets, Council will consider whether to build the asset to cater for future growth. This may mean, for example, putting in a larger pipe than is needed for today's use to accommodate additional users in the future. Developers contribute to the capacity upgrades on existing infrastructure networks to service growth through payment of development contributions. This money is put in a reserve and used for the growth portion of capital projects.

Typically, building additional capacity for growth in a network precedes the actual growth demand. The growth portion of the capital programme is funded through development contribution reserves. In most instances, these reserves for growth typically run as deficits attracting interest that is in turn funded by development contributions.

## **Infrastructure Level of Service Outcomes**

The Infrastructure Strategy sets a common level of service framework for all infrastructure activities. Levels of service are both defined and measured against the following outcomes:

- Safe and healthy
- Accessibility
- Resilience and reliability
- Aesthetics (amenity and comfort provided for customers)
- Sustainability.



## Safe and Healthy

This requires infrastructure which supports a safe and healthy community, and ensures the safety and well-being of our workforce.

Council will:

- maintain and operate our infrastructure in a safe condition
- provide guidance on safe use and warn of hazards
- adopt the appropriate level of risk for our services.

Safe and healthy infrastructure is provided through ensuring that our roading network is safe to use for all modes, support healthy transport choices, provide streetlighting and street layouts that promote safe communities, safe water supplies, and wastewater treatment and discharges that support community health and well-being.

Projects are included in the 2021 Infrastructure Strategy to improve the safety of water supplies, reduce the risks of wastewater overflows to waterways from pump stations, increase the level of wastewater treatment on all plants, and to improve road safety.

Our objective level of service	How we measure success	Our aim
Provide a safe and healthy roading network	Change from previous year in number of fatalities and serious injury crashes on local roading network	Stable or decreasing trend
Provide a safe and healthy roading network	The percentage of footpaths that fall within the Council's level of service standard for the condition of footpaths	> 70%
Provide a safe and healthy water network	Compliance with the NZ Drinking Water Standards	
	Part 4: Bacterial Compliance	All schemes to comply
	Pt5: Protozoal:	Part 5: Protozoal compliance Omakau to comply 2022 Naseby to comply 2022 Alexandra/Clyde (Lake Dunstan Water Supply) to comply 2022 Patearoa to comply 2023 Ranfurly to comply 2023 Cromwell/Pisa to comply 2023
Provide a safe and healthy wastewater network	Compliance with discharge consents	Nil abatement notices, infringement notices, enforcement orders, and convictions
Provide a safe and healthy wastewater network	Number of dry weather sewerage overflows from sewerage scheme	Number of dry weather sewerage overflows $\leq$ 1 per 1,000 connections
Provide a safe and healthy work environment	No loss of time injuries by contractors and staff.	Nil

## Accessibility

Accessibility relates to the ability and ease of accessing our infrastructure networks and services.

Council will:

- Manage infrastructure assets and services to ensure accessibility for users wherever possible
- Provide customer-focussed processes for those requesting access.

Road accessibility includes all modes of transport, access to land, heavy vehicles accessibility, and access for services, and public events for social and cultural well-being. Water and wastewater accessibility includes connection to Council managed and maintained supplies where this is practical.

The water, wastewater and stormwater networks have been designed to supply properties within the designated supply areas. Council has hydraulic models for the existing water and wastewater networks. Further modelling is underway to understand the implications on water and wastewater networks from the adopted Cromwell spatial plan, and for the options identified for the proposed Vincent spatial plan.

Projects to provide increased capacity and accessibility are included in the 2021 Infrastructure strategy. This includes extensions to the water and wastewater networks, treatment capacity upgrades, and road capacity upgrades in Clyde and Cromwell town centres. Proposed bridge upgrades will improve accessibility for heavy vehicles. There are a number of roading projects designed to improve accessibility for pedestrians and cyclists. Increased investment has been provided to improve the level of service on the lowest classification of roads (tracks), which will improve accessibility to back country areas.

Our objective level of service	How we measure success	Our aim
Provide a fully accessible roading network	Average length of time to issue a consent for access to a road	≤ 2 days
Provide a fully accessible roading network	The percentage of footpaths that fall within the Council's level of service standard for the condition of footpaths	> 70%
Provide a fully accessible roading network	Length of roading network not available to class 1 vehicles	4.7%
Provide an accessible water network	<b>Total number of customer complaints for:</b> Water clarity Water taste Water odour <b>Water pressure and flow</b> Continuity of water supply Responses to water service requests	≤ 13 per 1,000 connections
Provide efficient water and wastewater networks	Average length of time to issue a consent for access to a road	≤ 5 days

## Resilience and Reliability

This relates to the consistency of service that users can expect both under normal operating conditions and during emergency or extreme weather events. It also includes provisions for restoration of service following an event and alternative service, and public information.

Council will:

- Provide increasingly consistent levels of service
- Advise customers and keep them informed of interruptions to service, and when service will be restored
- Be prepared for response to incidents and emergency events
- Provide alternatives when feasible
- Carry out mitigation to avoid disruption for critical services where appropriate.

The 2020 Infrastructure Resilience Plan, and Infrastructure Response Plans have been used to inform resilience mitigation projects that have been included in the work programme for the next 30 years.

Improvements will also be undertaken in conjunction with future renewals where required. This includes the provision of secondary flow paths around bridges. The road approach is designed to be washed away to preserve the bridge structure. The road can be replaced at a lower cost, and more quickly than the bridge.

Stormwater management in urban areas is being reviewed as part of updating of Council's engineering standards for development. In urban areas, streets are designed to act as secondary flow paths in extreme events. This enables the street to be flooded, rather than private property.

Water treatment upgrades are being designed to accommodate the implications of flood events on source water quality. Additional reservoir capacity is also being provided to increase storage of clean water.

Consideration of alternative water sources, or pre-treatment processes to address turbidity which results in boil water notices is being investigated in 2021. The Naseby, Ranfurly, and Patearoa networks are particularly vulnerable to dirty water impacting on treatment processes following storm events. Supply of water to these towns is also impacted by drought conditions within the Maniototo area impacting on availability of water, and limited water source options other than surface water takes.

Stormwater infiltration investigation and follow-up with property owners is being undertaken to reduce the impact of extreme rain on wastewater networks.

The Infrastructure Response Plan details the response processes for infrastructure failures. These may be as a result of a number of events, including:

- Natural disasters (e.g. extreme weather events, earthquake)
- Loss of dependent supplies (e.g., electricity, telecommunications)
- Critical asset failure/breakages from any other cause.

These are further refined following a review of the response to each major event.

Council sets aside \$50,000 each year in an emergency response fund specifically for roading, and has an emergency event fund that can be accessed if required for other Council services, including water and wastewater. This accumulates to provide funding for reinstatement following emergency or extreme weather events.

Council has insurance for above ground water and wastewater assets. Below ground assets, roads, and bridges are not insured. Council assumes that all below ground infrastructure would not be damaged in a single event. Council's general emergency event fund can be accessed for underground assets, with the added ability to loan fund reinstatement following an emergency event.

<b>Our objective level of service</b>	<b>How we measure success</b>	<b>Our aim</b>
Water resilience and reliability	Fault response time to urgent call-outs Attendance:	Target median time to get to site ≤ 1 hour
	Resolution:	Target median time to resolve ≤ 4 hours
	Fault response time to non-urgent call-outs Attendance:	Target median time to get to site ≤ 8 hours
	Resolution:	Target median time to resolve ≤ 24 hours
Water resilience and reliability	Number of boil water notices	Nil (measured under bacterial compliance in LTP)
Wastewater resilience and reliability	Fault response times Attendance:	Target median time to get to site ≤ 1 hour
		Target median time to resolve the problem ≤ 4 hours
Stormwater resilience and reliability	Number of flooding events that occurred	Nil
Stormwater resilience and reliability	Number of habitable floors affected in flooding events	Target number of habitable floors affected ≤ 1 per 1,000 properties per flood event
Stormwater resilience and reliability	Response time to attend flood events	Target median time to get to site ≤ 1 hour
Stormwater resilience and reliability	Number of complaints received about stormwater performance	Total number of customer complaints ≤ 2 per 1,000 properties
Roading resilience and reliability	Number of journeys affected by unplanned events	<20,000
Roading resilience and reliability	Number of service requests from customers responded to within 10 days	≥ 90%

## Aesthetics

This relates to the look, taste, smell, and feel of our services. This includes the comfort of the drive on roads, maintenance of the road sides, and street cleaning in urban areas. It addresses the taste and smell of water, tidiness and smell of wastewater sites, and visual and odour impacts of discharges.

The Residents' Survey has specifically demonstrated customer dissatisfaction with water quality and lime scale. Most of the respondents of the survey want to see progress on improved water quality and supply, particularly Alexandra and Cromwell.

Clyde township does not have a wastewater network. High population and visitor numbers over the summer is placing pressure on private systems on commercial properties in the historic precinct. This generates odour issues.

Specific projects in the 30-year plan to address customer concerns are:

- Lake Dunstan Water Supply, which will extend the Clyde water supply to Alexandra and address lime scale concerns
- Cromwell water treatment upgrade
- Improved treatment of water at Omakau, Naseby, Ranfurly and Patearoa
- Wastewater reticulation for Clyde township
- Increased investment for vegetation control on rural sealed roads.

Our objective level of service	How we measure success	Our aim
Wastewater aesthetics	Total number of complaints for: <ul style="list-style-type: none"> <li>• Odour</li> <li>• Faults</li> <li>• Blockages</li> </ul> Responses to wastewater service requests	Total number of complaints ≤ 10 per 1,000 connections
Water aesthetics	Total number of customer complaints for: <ul style="list-style-type: none"> <li>Water clarity</li> <li>Water taste</li> <li>Water odour</li> <li>Water pressure and flow</li> <li>Continuity of water supply</li> <li>Responses to water service requests</li> </ul>	≤ 13 per 1,000 connections
Roading aesthetics	The average quality of ride on the sealed road network, measured by smooth travel exposure	Smooth Travel Exposure ≥ 90%
Roading aesthetics	Percentage of sealed local road network that is resurfaced	> 3.9% of sealed road length resurfaced per annum
Roading aesthetics	Customer satisfaction with unsealed roads	To maintain customer satisfaction at or above 70%



## Sustainability

Sustainability has been included as an infrastructure level of service outcome from 2021. This recognises that a greater level focus on sustainability in the delivery of service will provide improved environmental outcomes through reduced resource consumption, reduce costs and provide more sustainable services for the future.

An Environmental Engineering Team was established in 2017 to provide focus and resources to improving sustainable practices in the delivery of infrastructure. This includes an increased emphasis on engineering and design practises used in subdivision development, energy use, use of green technologies, and project design.

Measurement of carbon emissions over the 2017-2020 period is providing evidence to understand the carbon implications of infrastructure services. Electricity consumption for water and wastewater will continue to increase as higher technology treatment plants are completed, and as a consequence of population growth. A water demand management programme has been included in the 2021-13 Long-term Plan. This includes public education on improved use of water, removal of irrigation networks from the treated water supply, and a review of pump operating practices.

Water meter installation was undertaken in most parts of the district in 2012, and Roxburgh in 2020. As the original meters reach the end of their economic life they will be replaced with more technologically advanced meters. These will provide for remote reading and enable real time information for residents.

Specifications for new and renewal of pipes includes the use of crushed glass as a construction material. Offcuts of pipes are being recycled, and sustainability is being included as an attribute in procurement processes.

Increased funding has been included to enable all dust suppression sites to be sealed using a low cost sealing method, and use of waste oil as a dust suppressant has been discontinued.

Deterioration software is being used to optimise the renewal and maintenance of sealed roads, unsealed roads, and water pipes. This reduces premature replacement of assets, and reduces resource consumption and costs.

<b>Our objective level of service</b>	<b>How we measure success</b>	<b>Our aim</b>
Wastewater sustainability	Compliance with discharge consents responses to wastewater service requests	Nil abatement notices, infringement notices, enforcement orders, and convictions
Wastewater sustainability	Number of dry weather sewerage overflows from sewerage scheme	Number of dry weather sewerage overflows $\leq$ 1 per 1,000 connections
Water sustainability	The percentage of real water loss from the network reticulation system (leaks, metering inaccuracies)	Target current annual real losses from the networked reticulation system $\leq$ 30% of water produced
Water sustainability	The average consumption of water per day per resident	To maintain water demand at <600 L/person/day
Stormwater sustainability	Compliance with discharge consents	Nil abatement notices, infringement notices, enforcement orders, and convictions
Roading sustainability	The percentage of footpaths that fall within the Council's level of service standard for the condition of footpaths	> 70%

## Section 5: Summary of significant infrastructure projects

Cost in \$1000s	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/36	2036/41	2041/46	2046/51
<b>Roading</b>														
Roading renewals	5,055	5,055	5,255	5,206	5,356	5,729	5,671	5,836	6,243	6,184	33,722	38,936	41,036	42,988
Walking and cycling improvements	550	1,370	150	2,193	1,112	164	168	173	178	183	730	770	812	850
Clyde Heritage Precinct	1,365	0	1,600	0	0	0	0	0	0	0	0	0	0	0
Cromwell town centre improvements	0	350	0	705	3,041	3,832	0	0	0	0	0	0	0	0
Alexandra Improvements	0	0	0	0	0	0	0	0	475	0	1,888	0	0	0
Seal Extensions	100	317	100	2,114	540	109	112	115	119	122	126	0	0	0
Large Bridge Replacements	0	0	0	0	0	0	0	404	0	2,434	0	0	6,362	0
<b>Total capital investment roading</b>	<b>7,070</b>	<b>7,092</b>	<b>7,105</b>	<b>10,219</b>	<b>10,049</b>	<b>9,834</b>	<b>5,952</b>	<b>6,528</b>	<b>7,015</b>	<b>8,924</b>	<b>36,466</b>	<b>39,706</b>	<b>48,209</b>	<b>43,839</b>
<b>Stormwater</b>	<b>380</b>	<b>380</b>	<b>380</b>	<b>390</b>	<b>391</b>	<b>391</b>	<b>391</b>	<b>392</b>	<b>393</b>	<b>393</b>	<b>2,038</b>	<b>2,251</b>	<b>2,485</b>	<b>2,963</b>
<b>Wastewater</b>														
Wastewater renewals	1,073	1,148	1,217	1,460	1,912	1,914	1,913	1,919	1,924	1,925	9,282	10,064	11,111	13,250
Alexandra treatment upgrades	500	500	1,200	410	6,783	6,790	5,140	0	0	0	0	0	0	0
Cromwell treatment upgrades	250	0	0	0	0	0	0	5,158	0	0	0	0	0	0
Lake Roxburgh village treatment upgrade	100	800	0	0	0	0	0	0	0	0	0	0	0	0
Omakau treatment upgrades	300	0	0	0	0	0	0	0	0	0	0	3,696	0	0
Ranfurlly treatment upgrades	0	0	0	0	0	0	0	0	0	0	0	0	4,080	0
Naseby treatment upgrades	0	0	0	0	0	0	0	0	0	0	0	0	0	4,162
Ranfurlly treatment upgrades	0	0	0	205	0	0	0	0	0	0	0	0	4,080	0
Roxburgh treatment upgrades	0	0	100	103	0	0	0	0	0	0	0	3,696	0	0
Pump station storage	300	0	0	3,702	0	0	0	0	0	0	0	0	0	0
Upgrades with development	30	30	30	338	339	340	339	340	341	341	1,770	1,954	2,158	2,573
Clyde reticulation	3,700	0	0	0	0	0	0	516	0	3,206	5,463	0	0	0
Network improvements	0	1,140	1,320	0	0	0	0	0	0	0	0	0	0	0
<b>Total capital investment wastewater</b>	<b>6,253</b>	<b>3,618</b>	<b>3,867</b>	<b>6,219</b>	<b>9,034</b>	<b>9,044</b>	<b>7,392</b>	<b>7,933</b>	<b>2,265</b>	<b>5,472</b>	<b>16,515</b>	<b>19,410</b>	<b>21,429</b>	<b>19,984</b>

Cost in \$1000s	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/36	2036/41	2041/46	2046/51
<b>Water</b>														
Water Renewals	1,660	1,832	2,050	2,224	2,169	2,172	2,170	2,177	2,182	2,183	11,323	12,501	13,802	16,459
Lake Dunstan Water Supply Treatment	4,300	0	0	0	0	0	0	0	0	0	0	0	0	0
Cromwell Treatment	800	4,700	4,700	0	0	0	0	0	0	0	0	0	0	0
Reticulation Extensions	0	0	0	5,139	5,144	5,140	0	0	0	0	0	0	0	0
Cromwell Distribution Improvements	375	0	0	5,948	0	0	4,626	0	0	0	0	0	0	0
Lake Dunstan Supply Distribution improvements	0	500	0	0	0	823	0	0	0	0	0	0	1,300	0
Demand Management	150	0	0	974	0	0	0	0	0	0	0	0	0	0
Upgrades with development	75	75	75	384	385	386	386	387	388	388	2,012	2,221	2,452	2,924
Resilience Improvements	0	400	600	0	1,182	0	0	0	0	362	0	0	0	0
Network Improvements	250	500	500	0	0	0	0	0	0	0	0	0	0	0
<b>Total capital Investment Water</b>	<b>7,610</b>	<b>8,007</b>	<b>7,925</b>	<b>14,373</b>	<b>8,726</b>	<b>8,347</b>	<b>7,171</b>	<b>2,552</b>	<b>2,557</b>	<b>2,908</b>	<b>13,198</b>	<b>14,376</b>	<b>16,977</b>	<b>18,159</b>
<b>Total Infrastructure Investment</b>	<b>21,313</b>	<b>19,097</b>	<b>19,277</b>	<b>31,201</b>	<b>28,200</b>	<b>27,615</b>	<b>20,905</b>	<b>17,406</b>	<b>12,230</b>	<b>17,698</b>	<b>68,217</b>	<b>75,743</b>	<b>89,099</b>	<b>84,945</b>

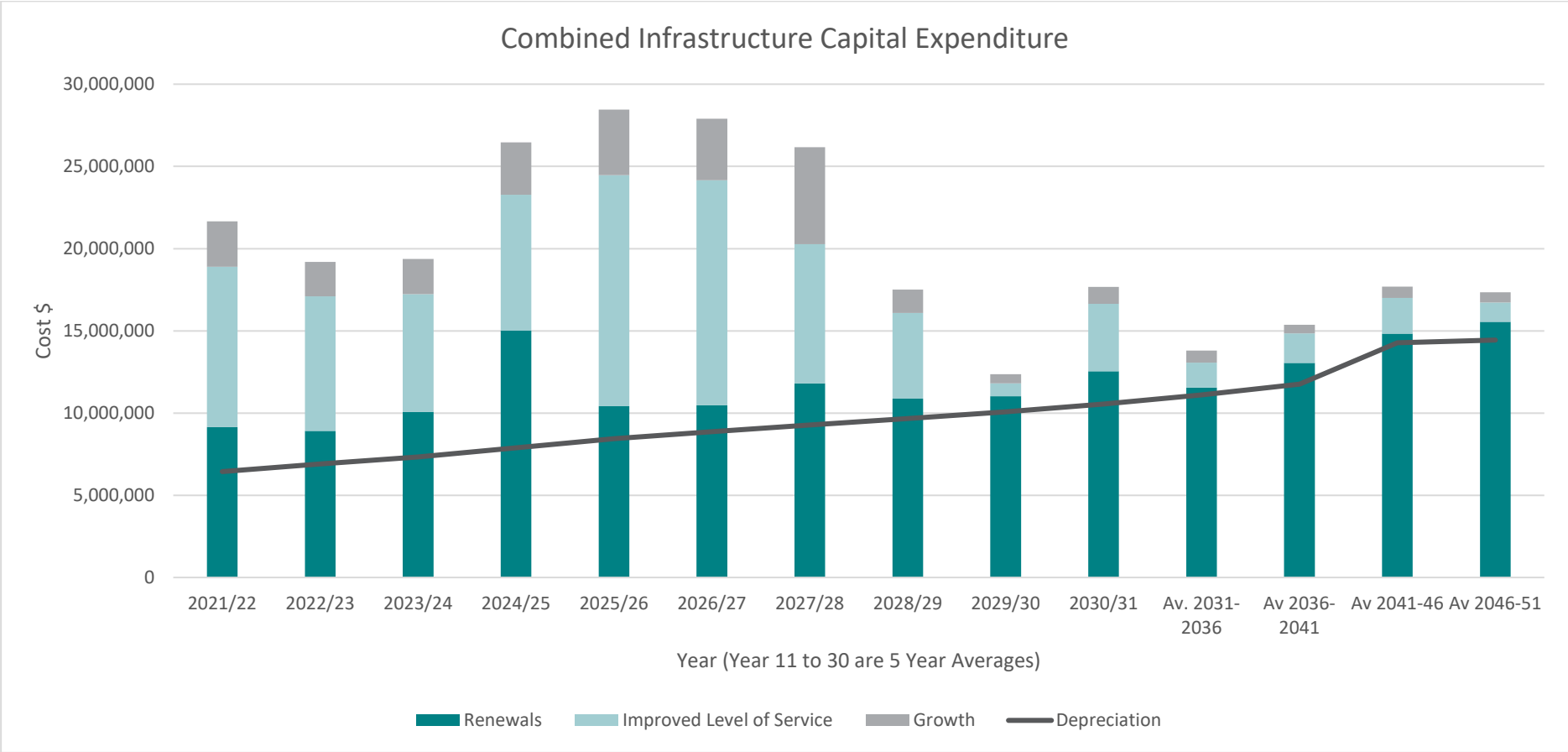
## Inflation Provisions

Inflation reflects erosion in the buying power of money. Each dollar buys fewer goods and services over time. Depreciation staff, costs and some expenditure items have inflation applied from year 1 of the plan. The majority of the balance of the expenditure forecasts for each activity are input in the dollars of the relevant year for the first three years (e.g. water and wastewater renewals and other operational expenditure lines such as maintenance contracts). Where cost change has been applied for year four onwards, Council has used the BERL indices shown below. There is a medium risk that inflation may increase at a higher rate. This would impact on the affordability of Council's services and would be addressed as part of Council's annual planning process.

	<b>Roading</b>	<b>3 Waters</b>
Year 1	1	1
Year 2	1	1
Year 3	1	1
Year 4	1.0298	1.0256
Year 5	1.0595	1.0277
Year 6	1.0902	1.0288
Year 7	1.1219	1.028
Year 8	1.1544	1.0315
Year 9	1.1879	1.0338
Year 10	1.2233	1.0343
Year 11	1.2586	1.0308
Year 12	1.2953	1.0514
Year 13	1.3331	1.0724
Year 14	1.372	1.0938
Year 15	1.412	1.1157
Year 16	1.4532	1.138
Year 17	1.4956	1.1608
Year 18	1.5392	1.184
Year 19	1.5841	1.2077
Year 20	1.6303	1.2319
Year 21	1.6779	1.2565
Year 22	1.7268	1.2816
Year 23	1.54	1.3072
Year 24	1.571	1.3333
Year 25	1.602	1.36
Year 26	1.634	1.3872
Year 27	1.667	1.4149
Year 28	1.7	1.4432
Year 29	1.734	1.776
Year 30	1.769	1.776



# Section 6: Combined infrastructure financial estimates



## Section 7: Activity summaries

### Water

Central Otago's vision for water services is "to deliver safe and wholesome water supplies that support a healthy community and environment".

Council provides potable water to properties within nine water schemes. Population growth is forecast to continue on the Alexandra, Clyde and Cromwell schemes. Visitor growth is projected to increase across all schemes.

There are a number of private water supplies within Central Otago that are not managed by Council. These water supplies are not included within the scope of this plan, but work will be undertaken over the next three years to understand the extent and condition of these supplies.

*Improving the safety and resilience of all schemes, while meeting the additional demands of growth, legislative change and delivery reform growth is a challenge.*

*Regardless of which entity delivers water in the future, delivering improved quality of water, servicing a larger area, will result in increased costs to consumers.*

Completing water treatment upgrades to meet the New Zealand Drinking Water Standards remains a key issue. All Council schemes are chlorinated.

Work is underway to upgrade the Clyde and Alexandra water supplies to meet the New Zealand Drinking Water standards. This will involve construction of a new treatment plant at Lake Dunstan, which will treat water to both of these towns, with the potential to also supply rural residential areas in the Springvale area in the future. Construction of the new treatment plant is expected to be completed in early 2022.

Investigations and design have progressed on upgrading of the Omakau/Ophir water supplies to meet the New Zealand Drinking Water Standards. Construction of a new borefield, pipeline, and treatment plant is expected to be completed in 2021.

Investigations and design of upgrades to the Patearoa and Ranfurly supplies are also progressing. Design will be finalised in 2021, and these projects will then progress to construction.

Upgrades to the Naseby Water Treatment plant will be completed in 2021, which will make this scheme compliant.

Investigations on a new bore site are progressing at Roxburgh. Construction of the new bore is programmed for 2022. This is expected to enable the existing Roxburgh treatment plant to achieve compliance.

Investigation work has commenced for upgrading Cromwell water treatment, and detailed design will commence in 2021, with construction between 2022 and 2024. The Pisa supply will be connected to the Cromwell supply in 2023-25.

Council has been investing in hydraulic modelling of the networks to improve understanding of growth impacts. More advanced measurement devices will be installed in the next three years to improve understanding of demand on sections of individual networks. This work will feed into updated models and refine designs for future capacity upgrades. This is particularly relevant for the Cromwell water network to support the new spatial plan, high growth, and increased density of housing.

Council has been programming for small numbers of backflow prevention devices to be installed on an annual basis. Increased investment has been provided in 2021 to 2023 to enable this work to be completed.

Council reduced its renewal programme over the 2018-21 period to enable more evidence to be collected to inform renewal programming. The investment into renewals has been increased from 2021 to follow a similar profile to annual depreciation funding. This will enable water meters that were installed in 2012 to be replaced, as well as targeting a programme of replacement of old asbestos pipes.

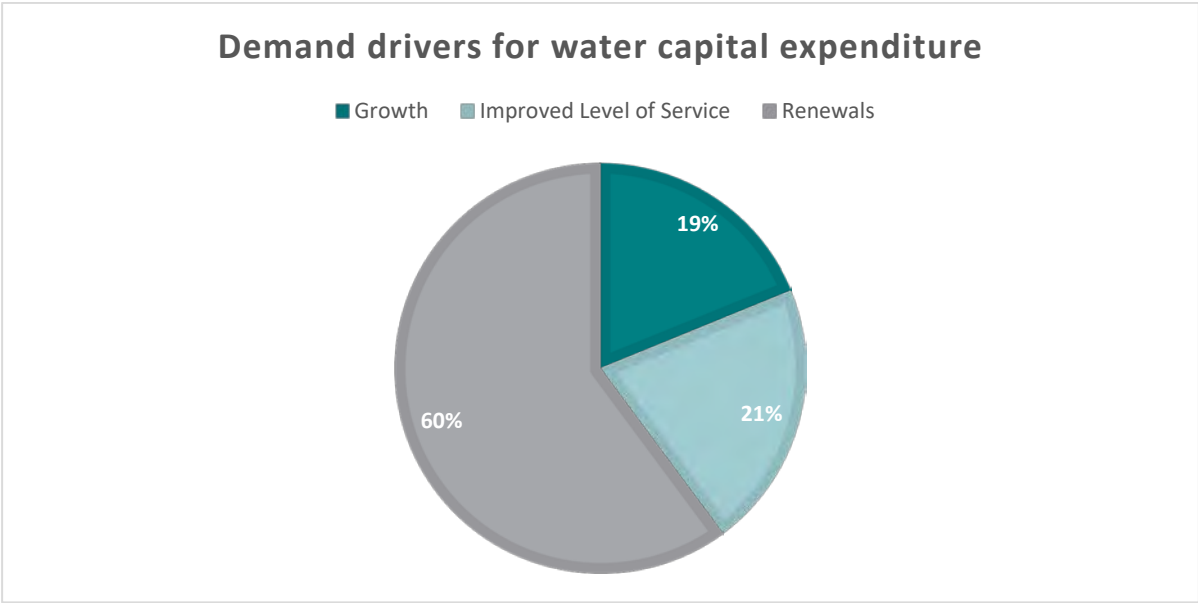


Figure 12.1.1 Drivers of Demand for Water

Figure 12.1.2 Projected Capital Expenditure – Water graph shows depreciation comparable to the overall renewal programme for water.

Water treatment assets have a data confidence rating of uncertain. This is estimated to have a moderate ( $\pm 25\%$ ) impact on budgets. A project to update condition assessments has been included in the water stimulus delivery plan.

The programme of significant investment on new water infrastructure that commenced in 2018 will continue through the next seven years of this plan. These new assets will add to depreciation costs.

The more technically complex treatment plants will result in higher electricity and operational costs, as well as routine renewal of membranes at 10-year intervals.

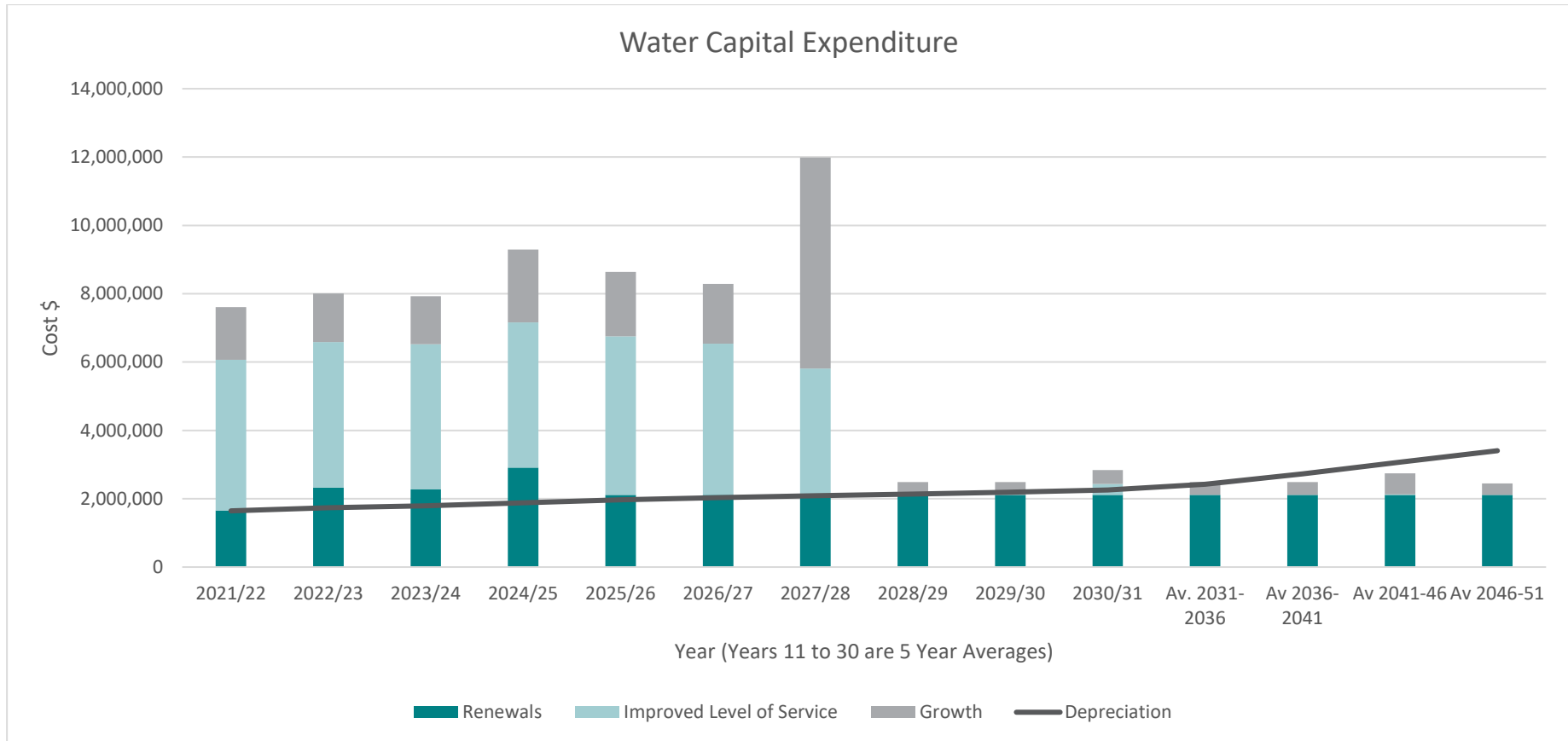


Figure 12.1.2 Projected Capital Expenditure – Water



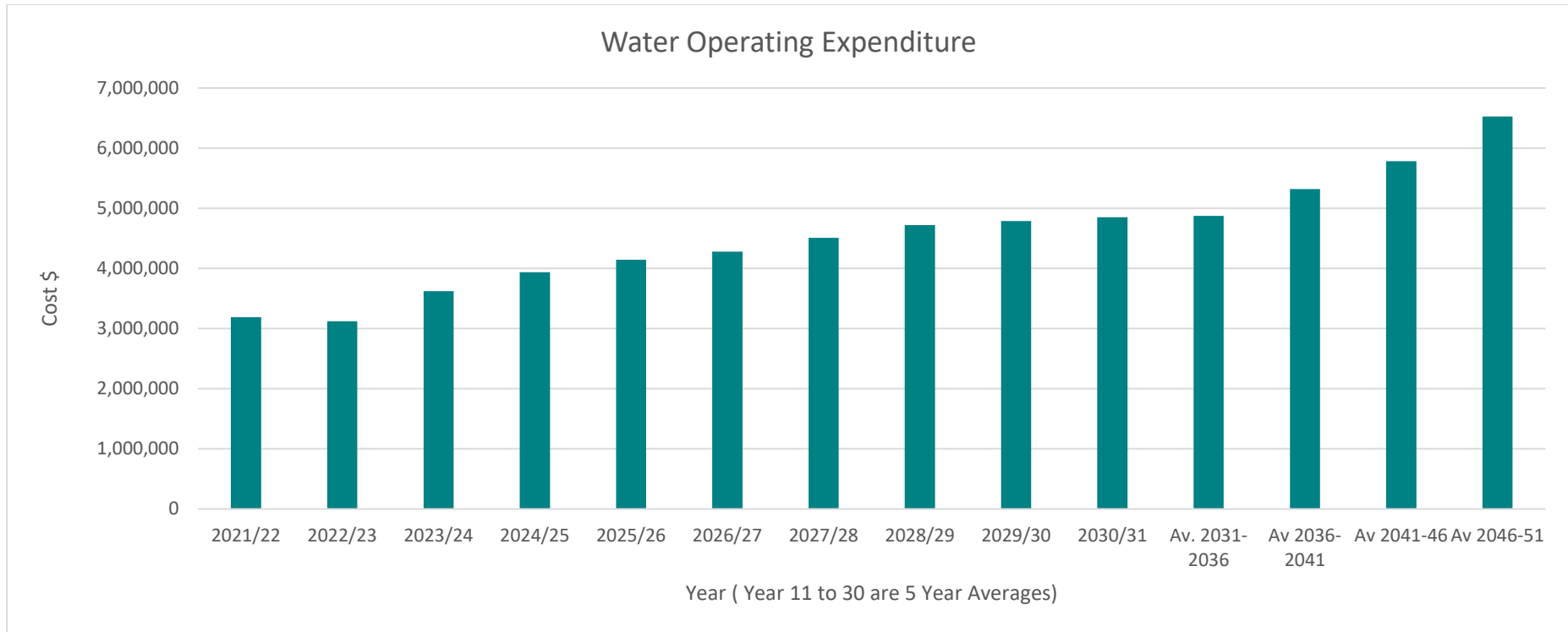


Figure 12.1.3 Projected Operational Expenditure – Water

Project	Problem	Principal Option	Principal Alternatives	Capital Expenditure Split	2021 Cost (\$ Million)	Year	Escalated Cost (\$ Million)
<b>Completion of Lake Dunstan water supply treatment</b>	Existing treatment does not meet protozoa treatment requirements	Install membrane treatment plants		74% Level of service 26% growth	\$4.3	2021-22	\$4.3
<b>Cromwell treatment and bore field development</b>	Existing treatment does not meet protozoa treatment requirements, insufficient bore capacity to optimise treatment plant and meet future demand	Construct more bores at existing bore field and build membrane treatment plant		74% Level of service 26% growth	\$0.8 \$4.7 \$4.7	2021-22 2022-23 2023-24	\$0.8 \$4.7 \$4.7
<b>Cromwell rising main</b>	Water from the bores is pumped through the network to the reservoir. This causes pressure fluctuations, and increases risk	Construct a dedicated rising main to the existing reservoir that will improve operational efficiency, improve capacity of flow to the reservoir, and improves resilience	Continue to pipe water to the reservoir through the existing network and accept pressure and reservoir fluctuation issues	74% Level of service 26% growth	\$0.2 \$2.2	2021-22 2024-25	\$0.2 \$2.3
<b>Pisa reservoir and rising main</b>	Separate schemes for part of Pisa and Cromwell. Pisa scheme has insufficient capacity	Connect the Pisa scheme to the Cromwell network by constructing a new reservoir at Pisa	Maintain two separate schemes, and increase capacity and level	74% Level of service 26% growth	\$0.1 \$2.6	2021-22 2024-25	\$0.1 \$2.7

Project	Problem	Principal Option	Principal Alternatives	Capital Expenditure Split	2021 Cost (\$ Million)	Year	Escalated Cost (\$ Million)
	to meet growth, and does not meet NZ Drinking Water Standards	Disestablish the Pisa treatment facility	of treatment on the Pisa scheme				
<b>Bannockburn pipeline</b>	Insufficient capacity in existing pipeline Bannockburn to meet firefighting requirements and growth demand	Construct larger pipeline to Bannockburn	Construct an additional pipeline	74% Renewal 26% growth	\$1.0	2024-25	\$1.3
<b>Backflow prevention</b>	Risk of contaminated water flowing back into the network due to pressure variances	Installation of backflow prevention devices to reduce risk of water contaminations	Accept a higher level of risk of drinking water contamination	89% Level of service 11% growth	\$0.25 \$0.5	2021-22 2022-23	\$0.25 \$0.5
<b>Network isolation valves</b>	Shutdowns due to failure result in widespread loss of supply, unable to close parts of the network if there is a contamination risk	Install valves to enable areas of the network to be isolated	Maintain a higher risk level and supply outages during repairs.	44% Level of service 45% renewal 11% growth	\$0.5	2023-24	\$0.5
<b>Generators for Bore fields (Clyde, Roxburgh, Cromwell)</b>	Bores stop operating due to power outages	Install permanently located emergency generators for Lake Dunstan, Cromwell	Increase reservoir capacity to accommodate power outages	82% Level of service 18% growth	\$0.45	2025-26	\$0.46

Project	Problem	Principal Option	Principal Alternatives	Capital Expenditure Split	2021 Cost (\$ Million)	Year	Escalated Cost (\$ Million)
		and Roxburgh bore fields	power outage periods				
<b>Reservoir bypass tanks</b>	Unable to take reservoirs offline for maintenance without affecting supply of water to town	Install bypass tanks to enable maintenance of main tank	Install two reservoirs	82% Level of service 18% growth	\$0.7	2025-26	\$0.72
<b>Site fencing</b>	Sites do not have fencing adequate to restrict access	Install high fencing	Install low fencing	82% Level of service 18% growth	\$0.4	2022-23	\$0.4
<b>Roxburgh bore</b>	Sediment is entering the bore field from the adjacent Clutha River	Install a new bore	Add additional treatment processes	91% Level of service 9% growth	\$0.3	2023-24	\$0.3
<b>Bridge Hill falling main</b>	Falling main is nearing the end of its useful life	Replace falling main	Accept higher risk of failure	100% Renewal	\$0.5	2023-24	\$0.5
<b>Demand management</b>	Treated water is being used for irrigating reserves, reducing capacity for growth and peak demand	Construct bores to enable irrigation to be split off from town supplies	Increase capacity of schemes to accommodate irrigation needs	74% Level of service 26% growth	\$0.15 \$0.95	2021-22 2024-25	\$0.15 \$0.97
<b>Naseby clarifier</b>	To assist in addressing turbidity	Install additional treatment process	Pipe water from an alternative source	91% Level of service	\$0.15	2023-24	\$0.15

Project	Problem	Principal Option	Principal Alternatives	Capital Expenditure Split	2021 Cost (\$ Million)	Year	Escalated Cost (\$ Million)
	issues from source water			9% growth			
<b>Patearoa firefighting</b>	To improve the level of service for firefighting requirements			91% Level of service 9% growth	\$0.15	2023-24	\$0.15
<b>Gilligans Gully capacity and pressure improvements</b>	Pipe and pump capacity is insufficient to meet growth and level of service requirements for pressure	Upgrade supply main to Letts Gully with pump station at Gilligans Gully to provide sufficient capacity for growth	Construct a new network from the reservoir to service Gilligans Gully and Letts Gully areas.	91% Level of service 9% growth	\$0.8	2027-28	\$0.82
<b>Lake Dunstan water supply booster pump</b>	New pipeline between Clyde and Alexandra will have insufficient capacity to meet expected growth in 2045	Install a booster pump	Install a larger pipe, or a second pipe	100% Growth	\$0.4	2045-46	\$0.5
<b>Additional bridge hill reservoir</b>	A new reservoir will be required to provide capacity for growth in the Bridge Hill Area	Construct an additional reservoir at a higher elevation to the existing Bridge Hill site to service properties above the reservoir	Construct an additional reservoir on the existing Bridge Hill site and pump to houses above the reservoir	10% Level of service 90% growth	\$0.9	2043-45	\$1.2



Project	Problem	Principal Option	Principal Alternatives	Capital Expenditure Split	2021 Cost (\$ Million)	Year	Escalated Cost (\$ Million)
<b>Ophir trunk main relocation</b>	The existing pipe is located in the bed of the Manuherikia river, which is prone to excessive scouring at this location	Relocate the pipe onto the Omakau Bridge when the bridge is replaced	Leave the pipe in the riverbed and continue to undertake remedial works following floods	91% Level of service 9% growth	\$0.35	2030	\$0.36
<b>Cromwell town centre capacity upgrades</b>	Higher density zoning in new spatial plan will increase water demand within the town centre area	Replace under capacity pipes and provide more reservoir storage	Increase bore and treatment capacity and upgrade under capacity pipes	100% growth	\$4.5	2027-28	\$4.6
<b>Network upgrades with developments and to meet growth</b>	Opportunities occur to upgrade the capacity of pipes installed during developments to service the wider community	Provision to enable cost-effective upgrades to be undertaken when they are presented due to development	Miss opportunities to include cost-effective capacity improvements when development work is occurring and programme these separately through future long-term plans	44% Level of service 45% renewal 11% growth	\$10.2	2021-51	\$12.5
<b>Reticulated water supply to the Dunstan Flats area</b>	Bores on some rural residential properties in the Dunstan Flats area	Reticulated supply fed from a reservoir off the new Lake	Reticulated supply fed off the Clyde or Alexandra networks	74% Level of service 26% growth	\$15.0	2025-28	\$15.4

Project	Problem	Principal Option	Principal Alternatives	Capital Expenditure Split	2021 Cost (\$ Million)	Year	Escalated Cost (\$ Million)
	run dry during summer months. This may get worse as irrigation practices change, and climate change occurs	Dunstan Water Supply pipeline					

Table 12.1.1

# Wastewater

Central Otago’s vision for wastewater services is “to deliver safe and compliant wastewater networks which support a healthy community and environment”.

The wastewater services activities enable the collection, conveyance, treatment and disposal of wastewater within seven schemes across the district.

*Reducing the environmental impacts of all schemes, and ensuring the network is resilient to disruptions are priorities.*

Council has been investing in hydraulic modelling of the wastewater networks to improve understanding of growth impacts. Resilience work is programmed within the next four years to improve pump station capacity, provide emergency generation, and reduce the risk of wastewater overflows occurring.

Continuing investigation and following up on stormwater infiltration will reduce the demand on the reticulation, pump and treatment networks. This will help to lessen the impacts of growth and provide improved resilience to intense rainfall events.

Council reduced its renewal programme over the 2018-21 period as CCTV inspections identified that the condition of the pipes was better than expected. The renewals programme has been increased from 2021 to enable increase renewals to be undertaken on mechanical and electrical componentry to reduce the risks of asset failures.

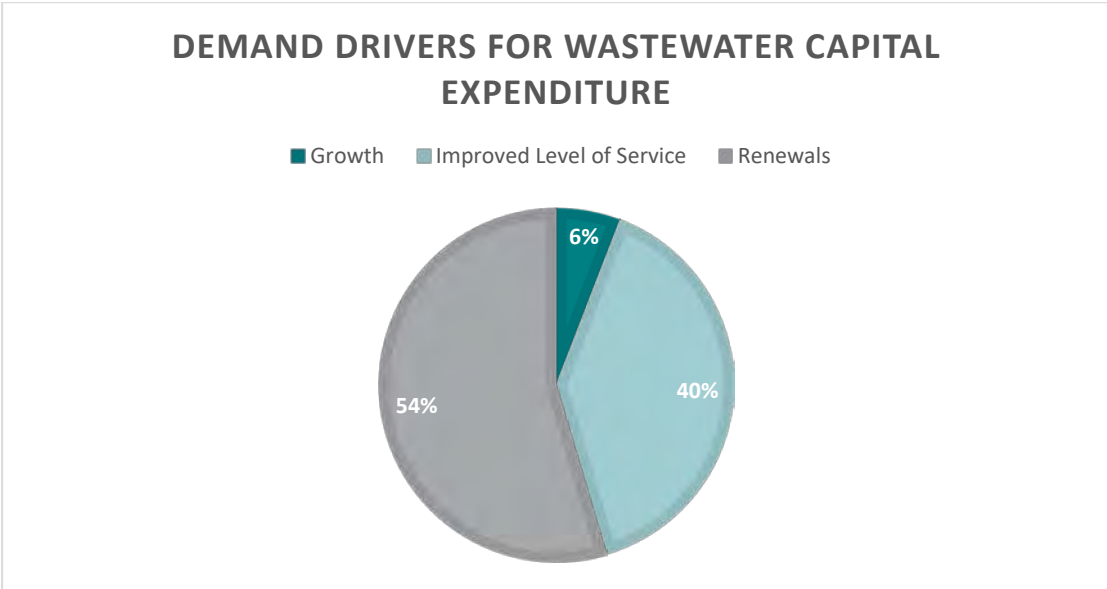


Figure 12.2.2 Demand Drivers for Growth.

Wastewater treatment assets have a data confidence rating of uncertain. This is estimated to have a moderate ( $\pm 25\%$ ) impact on budgets. Further work is planned to update condition assessments, and review asset life assumptions based on condition, construction date, existing age, and historical replacements in the next three years.

The programme of significant investment on new wastewater infrastructure that commenced in 2018 will continue through the next seven years of this plan. These new assets will add to depreciation costs.

The more technically complex Cromwell treatment plant has resulted in higher electricity and operational costs, as well as routine renewal of membranes at 10 year intervals.

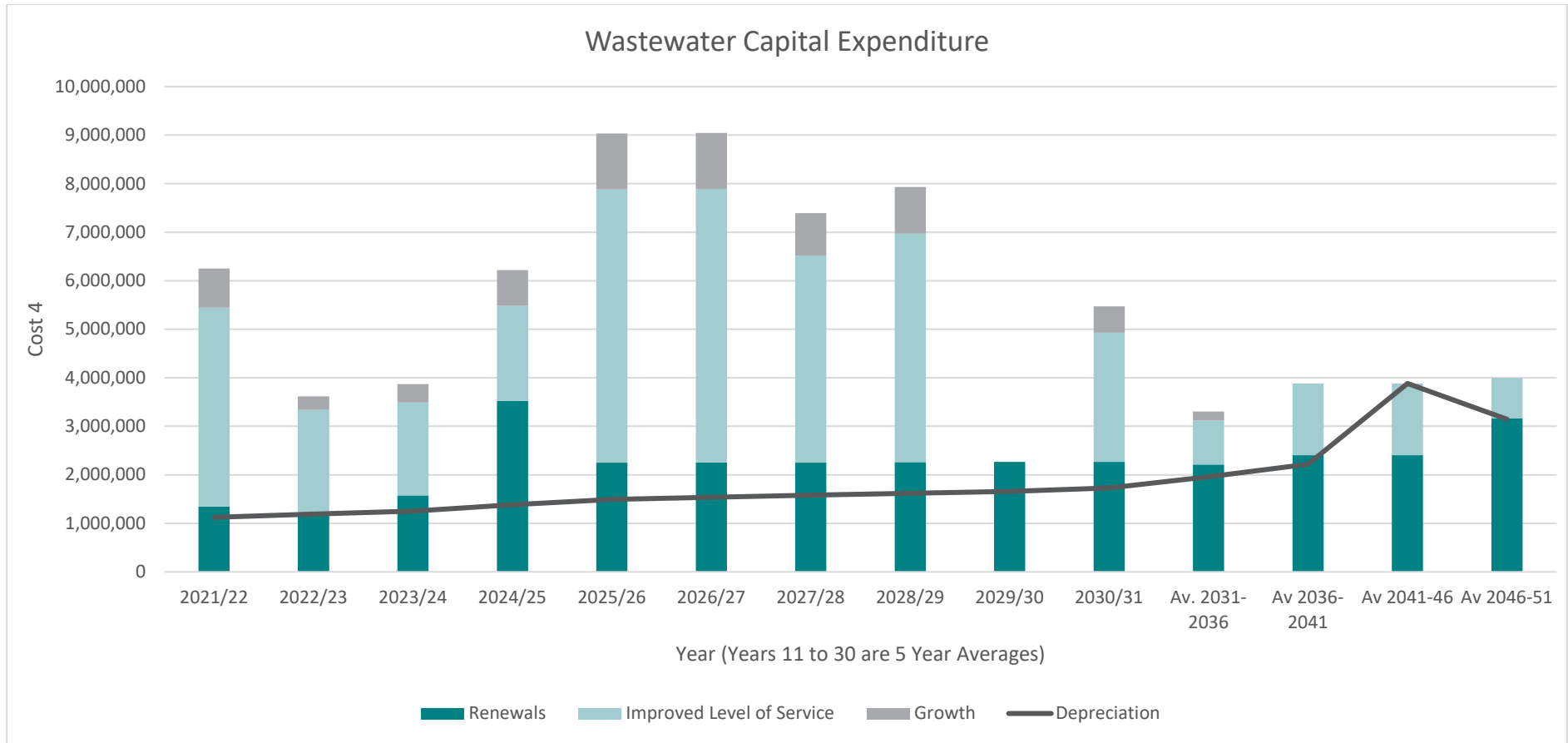


Figure 12.2.2 Projected Capital Expenditure – Wastewater



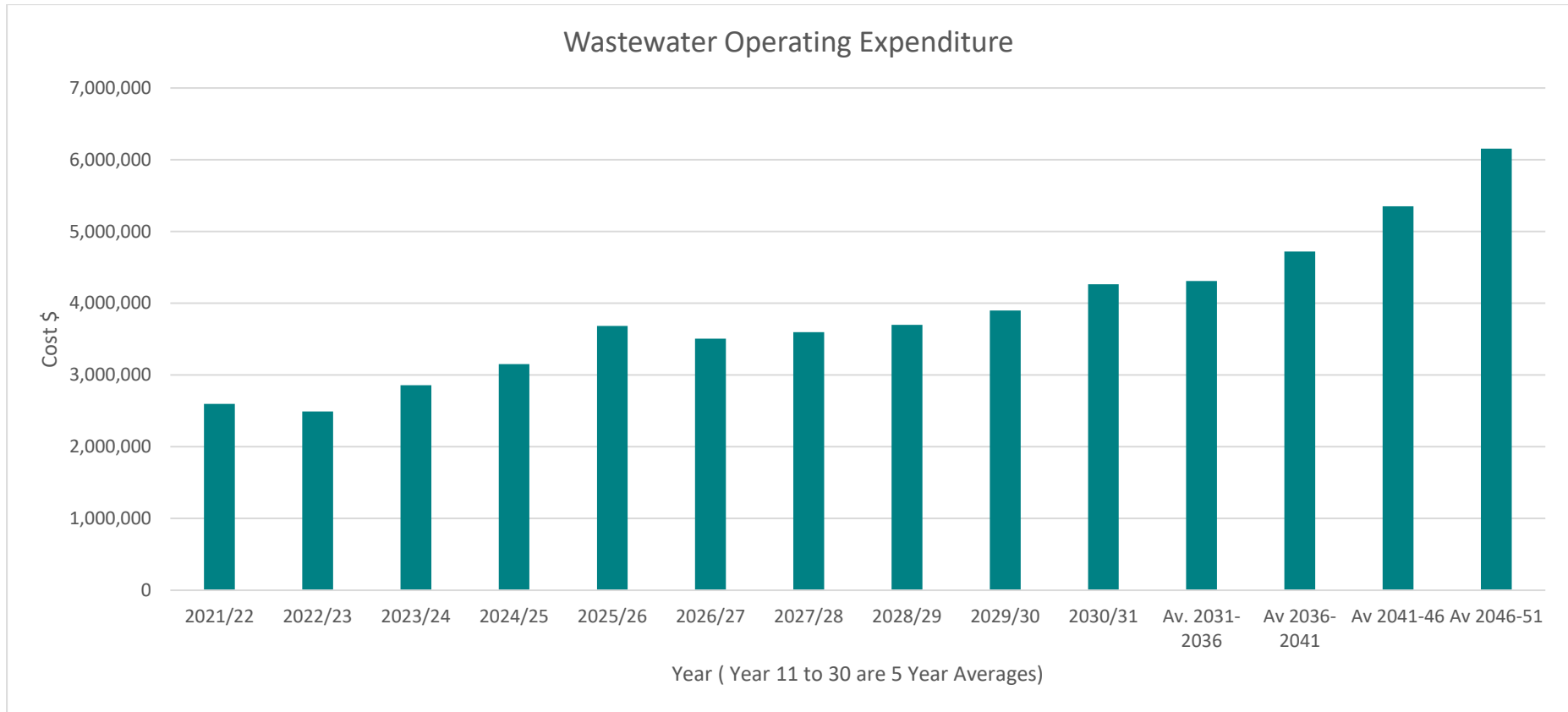


Figure 12.2.2 Projected Operational Expenditure – Wastewater

Project	Problem	Principal Option	Principal Alternatives	Capital Expenditure Split	2021 Cost (\$ Million)	Year	Escalated Cost (\$ Million)
<b>Earnsclough road pumpstation</b>	Pumpstation is located in middle of road causing operational issues for maintenance of pumpstation and retaining road access	Relocate pumpstation	Close road while maintenance is undertaken	44% Level of service 45% renewal 11% growth	\$0.36	2023-24	\$0.36
<b>Alexandra wastewater treatment upgrade</b>	The Alexandra Treatment Plant requires upgrading to accommodate increased capacity from stage 2 of Clyde reticulation, and to meet changes to conditions when the consent expires. There is no redundancy within the existing plant, meaning that it cannot be shut down for repairs and maintenance without impacting on discharge quality and breaching consent requirements	Duplicate the existing process plant to provide increased capacity and ability to shut part down for repairs and maintenance	Build a new plant at another location	83% Level of service 17% growth	\$15.8	2021-26	\$16.18
<b>Alexandra wastewater treatment nitrogen removal</b>	Additional treatment upgrade will be required to ensure the impacts of additional loading due to population growth does not negatively impact on the quality of discharges. This is also a resource consent requirement	Nitrogen removal process added to treatment	Alternative discharge method	83% Level of service 17% growth	\$5.0	2027-28	\$5.14

Project	Problem	Principal Option	Principal Alternatives	Capital Expenditure Split	2021 Cost (\$ Million)	Year	Escalated Cost (\$ Million)
<b>Cromwell wastewater treatment nitrogen removal</b>	Additional treatment upgrade will be required to ensure the impacts of additional loading due to population growth does not negatively impact on the quality of discharges. This is also a resource consent requirement	Nitrogen removal process added to treatment	Alternative discharge method	83% Level of service 17% growth	\$0.25 \$5.0	2021-22 2028-29	\$0.25 \$5.2
<b>Clyde wastewater complete stage 1-commercial area and oldest part of town</b>	The density of septic tanks in Clyde may not meet more stringent discharge controls for urban areas. There is anecdotal evidence that on site systems in the commercial area are struggling during peak times resulting in odour issues. Clyde is unable to grow further unless a wastewater system is implemented	Construct a reticulated wastewater system for Clyde. Pipe wastewater from Clyde to Alexandra, and treat at the existing Alexandra Wastewater treatment plant. Implement reticulation in three stages	Construct a reticulated wastewater system for Clyde. Construct a separate treatment facility for Clyde at Muttontown. Implement reticulation in a single stage.	83% Level of service 17% growth	\$3.7	2021-22	\$3.7
<b>Clyde wastewater Stage 2 – pre 1997 development</b>					\$0.5 \$3.1	2028-29 2030-31	\$0.52 \$3.2
<b>Clyde wastewater Stage 3 – later development</b>					\$5.3	2032-33	\$5.5
<b>Omakau treatment Upgrade – stage 1</b>	Treatment modifications are required to improve environmental outcomes and meet discharge requirements on existing resource consents	Aeration added to ponds	Install a tertiary treatment system	83% Level of service 17% growth	\$0.3	2021-22	\$0.3

Project	Problem	Principal Option	Principal Alternatives	Capital Expenditure Split	2021 Cost (\$ Million)	Year	Escalated Cost (\$ Million)
<b>Omakau treatment upgrade – stage 2</b>	Treatment modifications are required to improve environmental outcomes and meet discharge requirements on new resource consents	Install a tertiary treatment system, discharge to river	Additional biological treatment in pond, discharge to land	83% Level of service 17% growth	\$3.0	2040-41	\$3.7
<b>Flow meters on pump stations</b>	Stormwater infiltration into the Alexandra wastewater network is not well understood. This could result in unnecessary capacity being provided to meet demand during rain events	Install flow devices on pump stations to monitor difference in flow during rain events	Provide additional capacity within the network and treatment plant to accommodate stormwater infiltration	46% Level of service 46% renewal 8% growth	\$0.36	2023-24	\$0.36
<b>Pumpstation storage capacity upgrades</b>	Limited pumping and storage capacity to accommodate inflow during high flow, resulting in overflows	Increase pump station storage capacity	Install larger pump and main pipe.	41% Level of service 41% renewal 18% growth	\$0.3 \$3.61	2021-22 2024-25	\$0.39
<b>Upgrade inlet screens– Naseby, Roxburgh and Ranfurly treatment sites</b>	Quality of inflow affects pond and plant performance, and reduces discharge quality	Install new inlet screens	Increase pond cleaning and treatment processes	83% Level of service 17% growth	\$0.54	2022-23	\$0.54
<b>Install S-scan devices on six sites</b>	New environmental standards require real time data on discharge quality	Install S-scan devices	Fail to meet legal requirements	83% Level of service 17% growth	\$0.6	2022-23	\$0.6

Project	Problem	Principal Option	Principal Alternatives	Capital Expenditure Split	2021 Cost (\$ Million)	Year	Escalated Cost (\$ Million)
<b>Install generators on all pump stations with risk of overflow to watercourse</b>	Power outages cause overflow to watercourse	Install permanent generators	Increase storage capacity, provide mobile generators	83% Level of service 17% growth	\$0.6	2023-24	\$0.6
<b>Lake Roxburgh village treatment</b>	Consent expires, requiring increased treatment to meet expected new consent conditions	Pipe to Roxburgh and combine the treatment to the existing Roxburgh site	Increase treatment processes at Lake Roxburgh Village	46% Level of service 46% renewal 8% growth	\$0.1 \$0.8	2021-22 2022-23	\$0.1 \$0.8
<b>Ranfurly treatment</b>	Consent expires, requiring increased treatment to meet expected new consent conditions	Increase treatment processes	Additional biological treatment	100% Level of service	\$3.0	2045-46	\$4.1
<b>Naseby treatment</b>	Consent expires, requiring increased treatment to meet expected new consent conditions	Increase treatment processes	Pipe to Ranfurly and combine treatment at one site	46% Level of service 46% renewal 8% growth	\$3.0	2046-47	\$4.2
<b>Roxburgh treatment</b>	Consent expires, requiring increased treatment to meet expected new consent conditions	Increase treatment processes	Additional biological treatment	100% Level of service	\$3.0	2040-41	\$3.7
<b>Electricity supply to Roxburgh wastewater site</b>	Electricity required to enable remote monitoring of the site. Solar panels are not working in winter	Install electricity supply	Manually monitor and operate plant during winter	100% level of service	\$0.2	2022-24	\$0.02



Project	Problem	Principal Option	Principal Alternatives	Capital Expenditure Split	2021 Cost (\$ Million)	Year	Escalated Cost (\$ Million)
<b>Ranfurly sludge drying beds</b>	Existing drying beds in poor condition	Replace and upgrade existing beds	Transport and process sludge at another site	100% Level of service	\$0.2	2024-25	\$0.21
<b>Network upgrades with developments</b>	Opportunities occur to upgrade the capacity of existing pipes and pumps installed during developments and long-term forecasts do not include provision to address the implications of growth on capacity of the network	Provision to enable cost effective upgrades to be undertaken when they are presented due to development and recognise future capacity requirements to meet growth	Miss opportunities to include cost-effective capacity improvements when development work is occurring and programme these separately through future ong term plans	100% growth	\$0.9 (0.03/ Annum (0.33 Annum)	2021-24 2024-50	\$10.9

## Stormwater

Central Otago’s vision for stormwater services is “To deliver safe and compliant stormwater networks which support a healthy community and environment”.

The stormwater services activity enables the collection, conveyance, and disposal of stormwater within Cromwell, Alexandra, Roxburgh, Omakau, and Ranfurly. These towns have reticulated stormwater systems to manage drainage and prevent flooding. The remaining towns have mudtanks connected to soakpits, open channels, and culverts across roads. This infrastructure is maintained as part of the roading activities.

Renewal expenditure in the next ten years will be focussed on addressing discharge infrastructure.

Central Otago has low rainfall, and minimal stormwater discharges to waterways. It has been assumed that there will be minimal additional requirements on stormwater discharges within the Central Otago area from increased regional controls on urban water discharges.

In the next three years Council will collect a detailed inventory of discharge locations and undertake flow monitoring to identify where further work may be required to improve environmental outcomes.

Council expects to be able to accommodate improvements required for environmental reasons, or upgrades for climate change within the renewals programme in the 30-year plan.

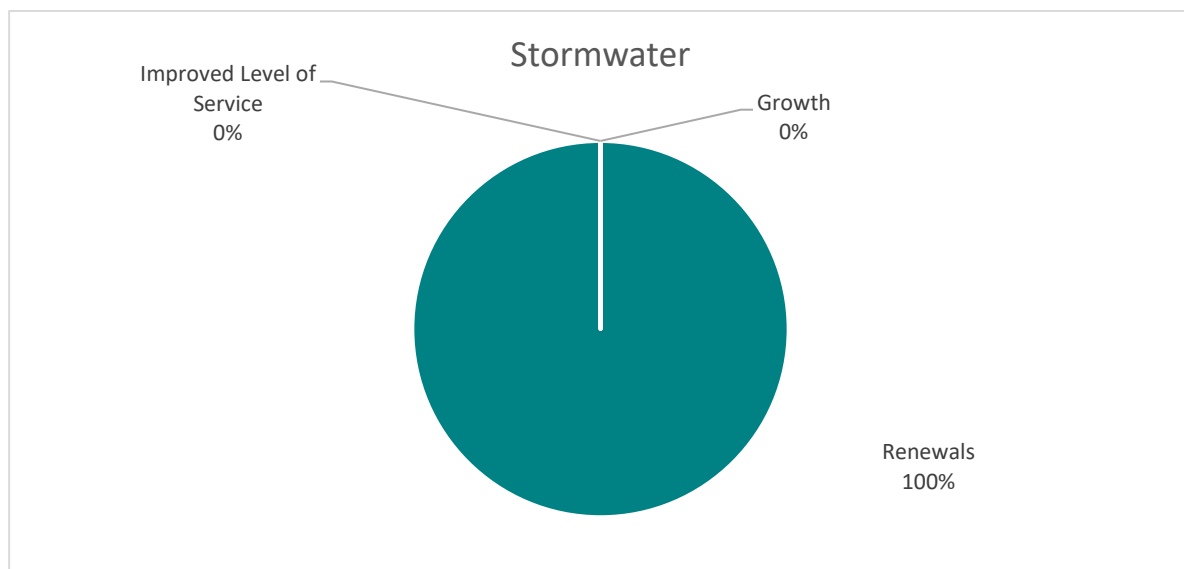


Figure 12.3.1 Demand Drivers for Stormwater Capital Expenditure

Figure 12.3.2 Projected Capital Expenditure – Stormwater graph shows depreciation is the same as programmed renewals expenditure over the next 30 years.

Council reduced its renewal programme over the 2018-21 period to reflect the relatively young age of the pipe infrastructure. The investment into renewals has been increased from 2021 to follow a similar profile to annual depreciation funding. This will enable long-standing issues in the urban areas to be addressed.

Most point assets (mudtanks, soakpits, etc) which have shorter lives are maintained as roading assets.

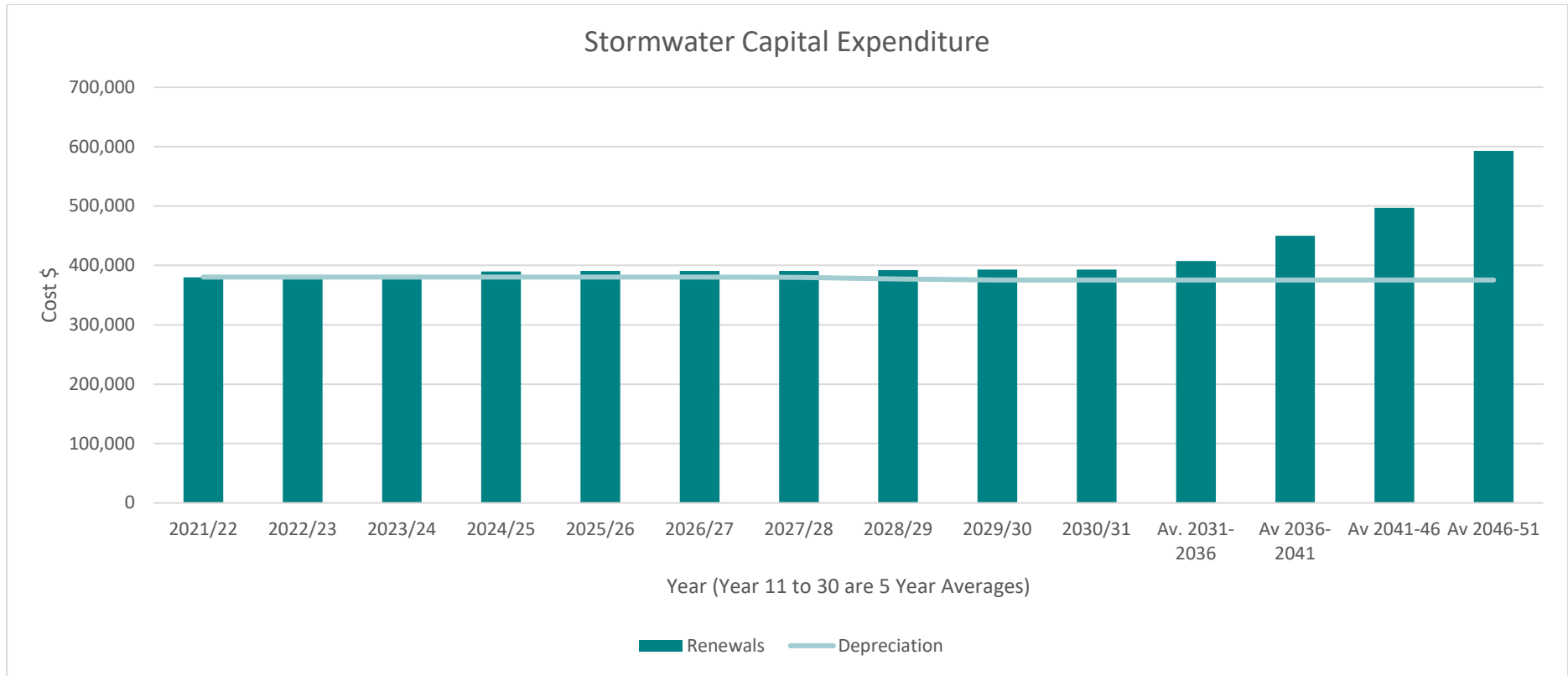


Figure 12.3.2 Projected Capital Expenditure – Stormwater

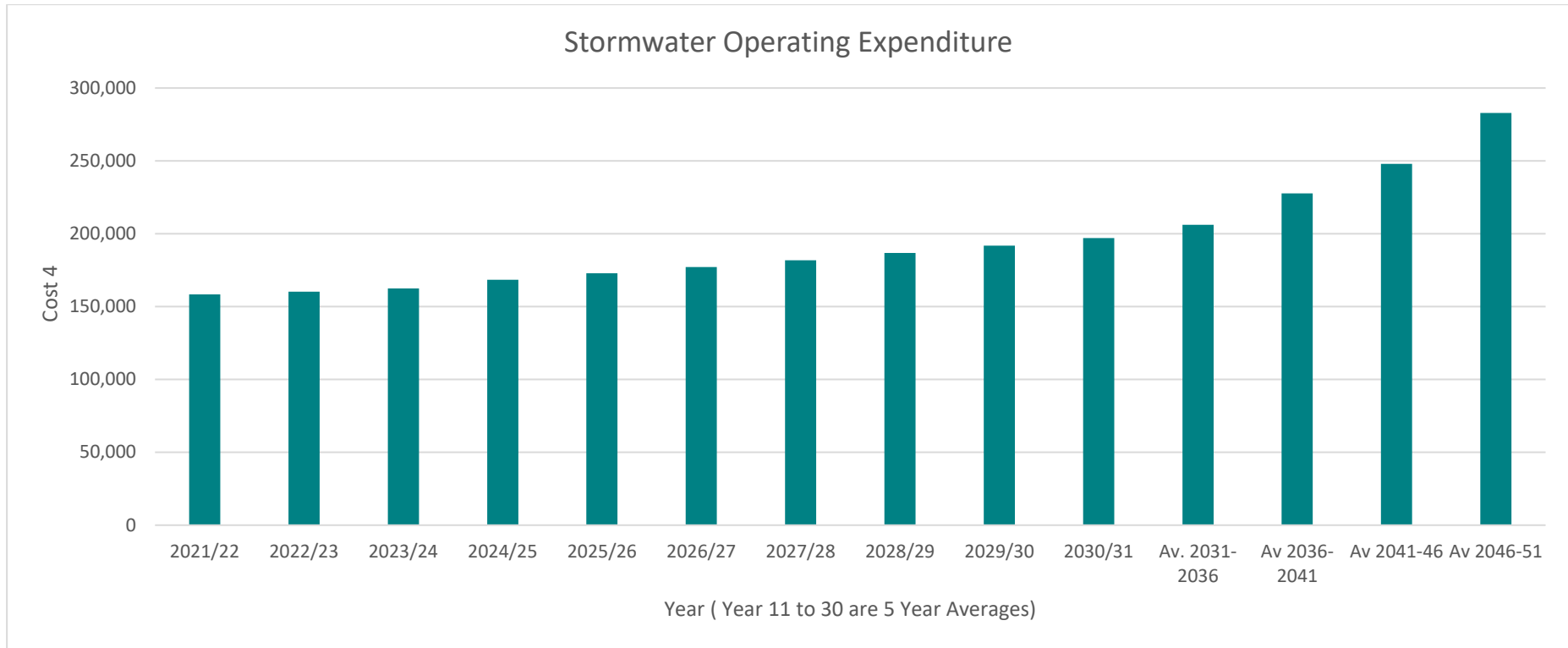


Figure 12.3.3 Projected Operational Expenditure – Stormwater



## Roads and Footpaths

Central Otago's vision for roads and footpaths is "to ensure an efficient, fully accessible, safe network".

*The costs of our unsealed road network are increasing due to traffic demand and reduced material availability.*

Unsealed roads make up 72% of roads and account for approximately one third of proposed roading investment. There is a backlog of renewals work on unsealed roads, particularly on the lowest volume roads, which service land and back country areas.

Improved productivity on rural land is generating more heavy vehicles on the gravel road network, and on bridges. Higher land use returns for agriculture and horticulture activities has resulted in reduced access to suitable gravel supplies, and higher royalty costs. This is increasing costs to provide a fit for purpose unsealed road network.

Renewals investment for unsealed roads has been increased to enable Council to meet increased costs to deliver the same level of service. While not fully addressing the backlog, this will enable an increased metalling and drainage programme to be undertaken on the lowest volume roads.

*An aging bridge network will require us to consider options on how we provide an affordable level of service that meets future demands.*

Central Otago has 179 bridges with 72 expected to reach the end of their economic life within the next 30 years. Many of these are on low volume roads where alternative routes exist. The economic viability of replacement options needs to be considered.

The number and weight of trucks on bridges are also increasing, as a result of regulatory changes and improvements in land productivity.

Replacement of structural components and small bridges will continue. This programme is based on an assumption that not all bridges will be replaced, and further discussion will be held with the community regarding this.

Detailed structural inspections are underway, and impact assessments will be undertaken during 2021 to inform community discussion regarding the shape of the bridge network in the future.

*High growth is increasing the asset base that needs to be maintained and renewed. Older assets are servicing increased demand and higher customer expectations.*

Growth is increasing traffic volumes in urban centres, on unsealed roads, and bridges, and development is increasing the length of road that needs to be maintained. There is approximately 850m of new urban streets, and 2-3km of rural sealed road being vested in Council each year. This is increasing both operational and renewal costs.

Council has agreed to a managed risk approach to the sealed road renewals programme. This is supported by an optimised decision-making framework that makes extensive use of modelling, which is then validated in the field. The resurfacing programme has been increased to approximately 4.5% of the total sealed road length per annum in response to the 2020 modelling work.

A very small proportion of the pavements of our urban streets are beginning to fail. It is no longer cost-effective to undertake routine maintenance and resurfacing of these sections of road. We will continue to reconstruct approximately 300m of urban streets each year. This has been identified as being the optimal length of annual reconstruction from deterioration modelling.

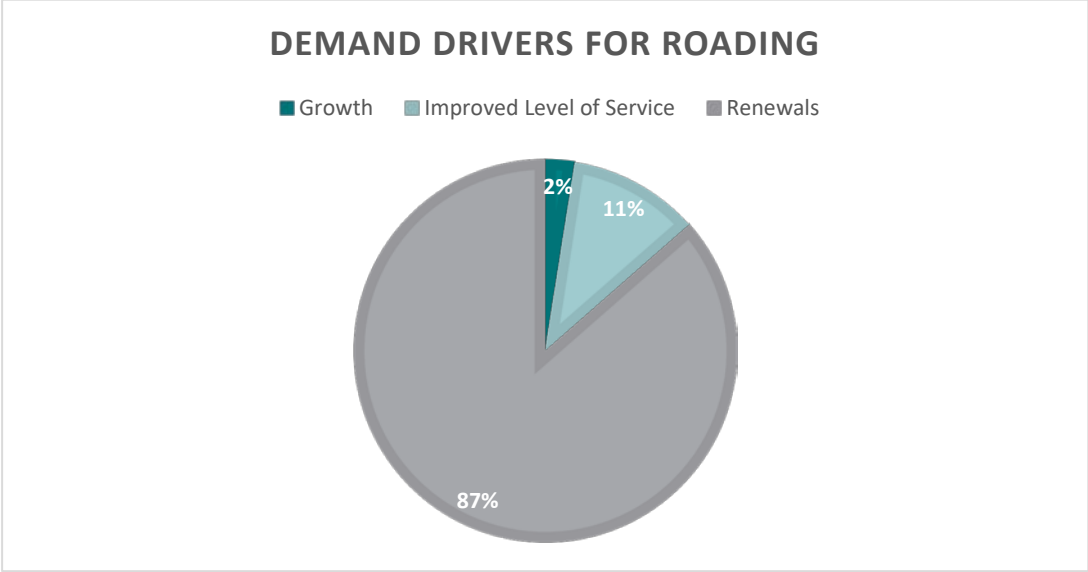


Figure 12.4.1 Demand Drivers For Roading Capital Expenditure

The capital expenditure that has been programmed receives a 51% subsidy from Waka Kotahi New Zealand Transport Agency. For this reason only 49% of the depreciation cost is funded.

Depreciation will be accrued on bridges and sealed pavements that have long lives, and Council has modest renewal programmes for both of these assets. This is due to the good condition of the sealed pavements, and uncertainty on the need for bridge renewals.

As discussed above, Council will be reviewing the bridge network and consulting with the community to determine which bridges should be retained. This may result to changes in the bridge depreciation funding and renewal programme depending on the outcome of this consultation.

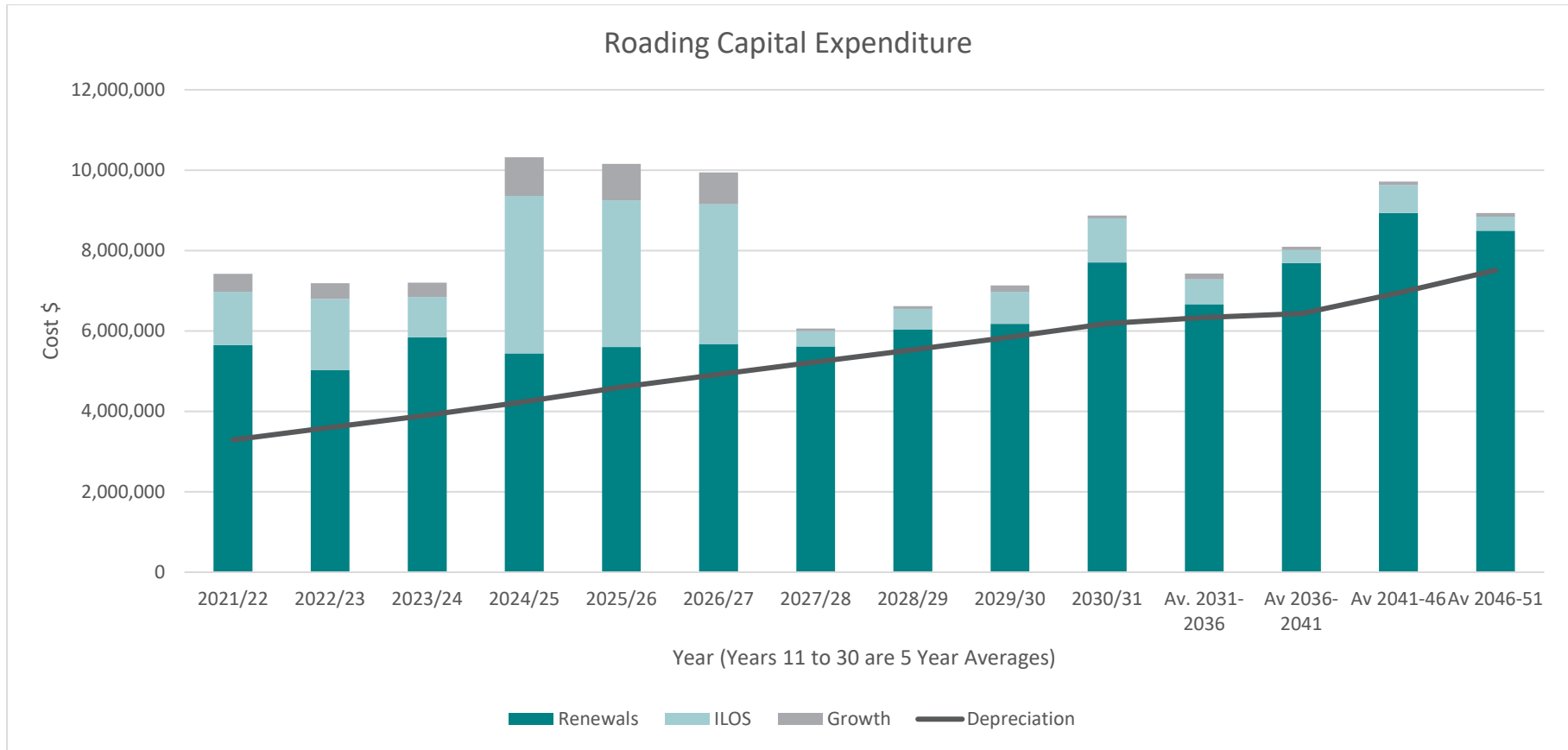


Figure 12.4.2 Projected Capital Expenditure – Roading

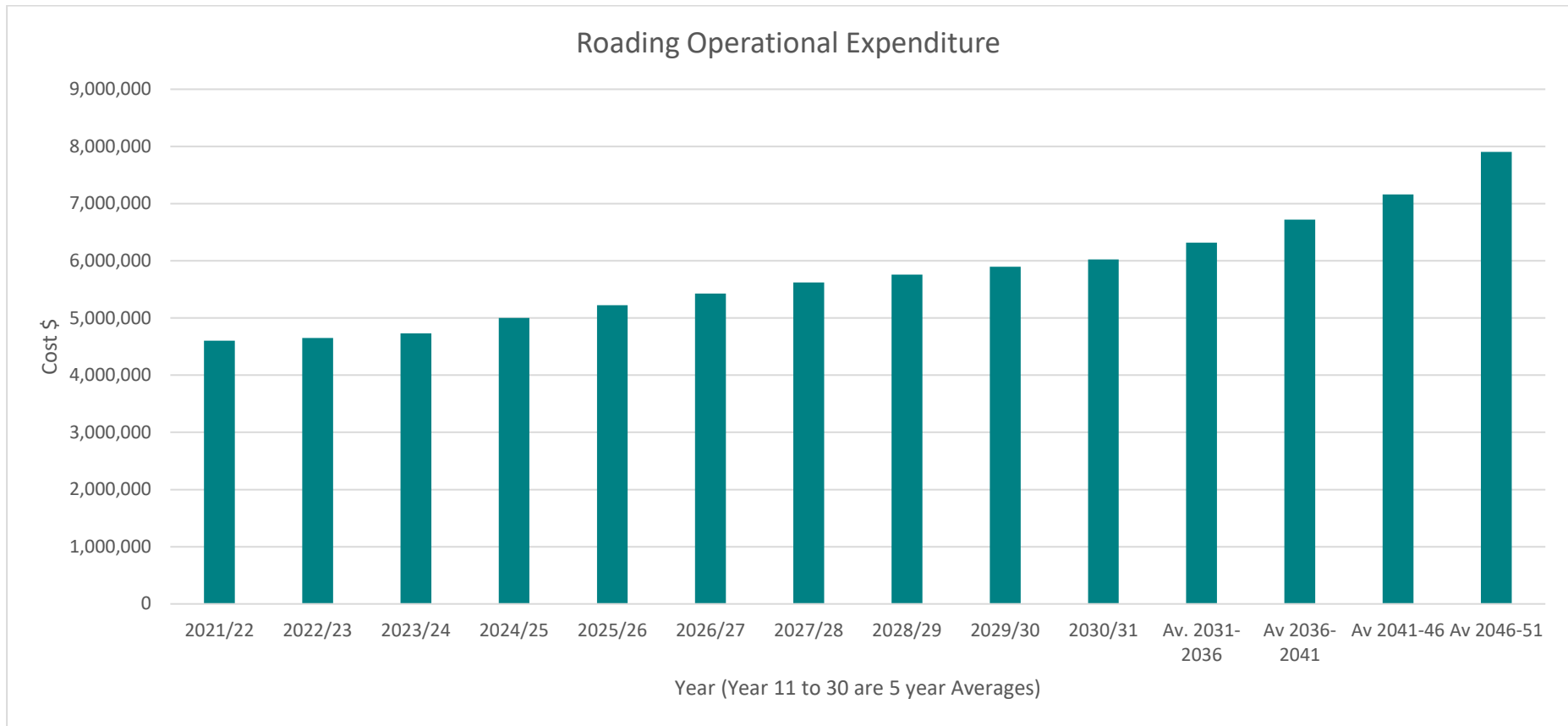


Figure 12.4.3 Projected Operational Expenditure – Roading

Project	Problem	Principal Option	Principal Alternatives	Capital Expenditure Split	2020 Cost (\$ Million)	Year	Escalated Cost (\$ Million)
<b>Clyde Historic Precinct – road upgrades</b>	Growth is resulting in increased demand for parking, and use of public spaces, eroding the experience for visitors and locals, and creating safety issues	Completion of remaining two stages: Lodge Lane, Holloway Street, and angle parking on Fache Street, and Sunderland Street upgrade	Addressing parking by improving access to car parking beside river, reducing speed on Sunderland Street	81% Level of service 19% growth	\$1.365	2021-22	\$1.365
					\$1.60	2023-24	\$1.60
<b>Dedicated cycle path on Alexandra bridge</b>	Link required between Roxburgh Gorge NZ cycle trail and Otago Rail Trail to complete the NZ Cycle Trail link. Include viewing platform to view old bridge piers	Construct a clip-on pathway on side of bridge	Separate bridge is constructed for cyclists and pedestrians, or they share the existing road across the bridge with traffic	41% Level of service 40% renewal 19% growth	\$0.22	2022-23	\$0.22
					\$1.98	2024-25	\$2.04
<b>Clyde cycle trail connections</b>	No separated cycle paths between the new Lake Dunstan Cycle Trail and Clyde Historic Precinct. Unclear wayfinding between Clyde Historic Precinct and Otago Central Rail Trail	Provide Traffic Lights on Clyde Bridge. Provide access across Lake Dunstan using a punt and upgraded path to the Clyde Historic Precinct. Improve cycling connections between the Precinct and the State Highway 8 underpass	Provide access to the south-eastern end of the Clyde Historic Precinct via the Clyde Bridge	41% Level of service 40% renewal 19% growth	\$0.4	2021-22	\$0.4
					\$0.1	2022-23	\$0.1
					\$0.9	2025-26	\$0.95



Project	Problem	Principal Option	Principal Alternatives	Capital Expenditure Split	2020 Cost (\$ Million)	Year	Escalated Cost (\$ Million)
<b>New footpaths</b>	Growth, aging demographic and increased traffic exacerbates safety issues where there are gaps in the existing footpath network	Construction of new footpaths and cycle ways, in conjunction with providing compliant crossing facilities	Vulnerable users share the road with vehicles or walk on road verges.	81% Level of service 19% growth	\$3.0 (0.1 annum)	2021-50	\$4.19
<b>Cromwell town centre intersection upgrades</b>	Growth in population and visitors is placing pressure on key intersections. Safety issues at intersections will be exacerbated with higher traffic demand	Sargood Road/ /Murray Terrace roundabout	Install traffic lights	81% Level of service 19% growth	\$0.1 \$1.9	2022-23 2026-27	\$0.1 \$2.07
		Realignment of Murray Terrace	Upgrade Illes Street intersection (2 intersection upgrades instead of 1)	81% Level of service 19% growth	\$0.85 \$1.615	2022-23 2026-27	\$0.85 \$1.76
		Barry Avenue/Murray Terrace Intersection and traffic calming	Install roundabouts or traffic lights	81% Level of service 19% growth	\$0.2 \$0.38	2022-23 2025-26	\$0.2 \$0.40
		Waenga Drive/Murray Terrace Intersection and traffic calming	Install roundabouts or traffic lights	81% Level of service 19% growth	\$0.2 \$0.38	2022-23 2025-26	\$0.2 \$0.4
		Barry Avenue/Waenga Drive roundabout	Install traffic lights	81% Level of service 19% growth	\$0.75 \$1.425	2022-23 2025-26	\$0.75 \$1.51

Project	Problem	Principal Option	Principal Alternatives	Capital Expenditure Split	2020 Cost (\$ Million)	Year	Escalated Cost (\$ Million)
<b>Cromwell town centre lanes</b>	Lack of definition of road and carpark areas in Cromwell town centre causes confusion and safety issues for pedestrians, cyclists and vehicles	Change existing lane through carpark to a defined road	Leave existing informal carpark through routes	41% Level of service 40% renewal 19% growth	\$0.05 \$1.374	2022-23 2024-26	\$0.05 \$1.431
<b>Alexandra intersection upgrades</b>	Growth in population and visitors is placing pressure on key intersections. Safety issues at intersections will be exacerbated with higher traffic demand	Traffic calming, installation of turning bays and splitter islands	Roundabouts or traffic lights	81% Level of service 19% growth	\$1.5	2031-32	\$1.89
<b>Construction of Alexandra northern access road</b>	Access to residential and industrial development will result in a new road being built to provide access from SH8.  There will be a gap between the developers' projects across Council reserve land which will be funded by Council	Construct approximately 310m of new road between MacLean Road and State Highway 8 – across Council owned land, in co-ordination with road construction by developers	Construct full length of road between McLean Road and Dunstan Road, including a roundabout at SH 8.	81% Level of service 19% growth	\$0.41	2025-26	\$0.48
<b>Seal extension sandflat road</b>	Growth in traffic volumes resulting in excessive maintenance costs and safety issues due to dust.	1.2 km seal extension	More frequent maintenance and renewal, use of dust suppression products	81% Level of service 19% growth	\$0.41	2024	\$0.43

Project	Problem	Principal Option	Principal Alternatives	Capital Expenditure Split	2020 Cost (\$ Million)	Year	Escalated Cost (\$ Million)
<b>Seal extension Maori Point road</b>	Growth in traffic volumes resulting in excessive maintenance costs and safety issues due to dust	Seal extension for 5.85km	More frequent maintenance and renewal, use of dust suppression products	81% Level of service 19% growth	\$0.217 \$1.95	2022-23 2024-25	\$0.217 \$2.01
<b>Speed limit signs</b>	Review of Speed Limit Bylaw will result in changes to speed limits and changes to signs	Install signs to reflect new speed limits	Don't change the speed limits	40% Level of service 40% renewal 20% growth	\$0.25	2021-22	\$0.25
<b>Small safety projects</b>	Growth in traffic volumes and network usage is resulting in some minor deficiencies in roading geometry, intersections and surfacing presenting an increased risk to road users	Construction of reconfigured intersections and minor geometric improvements, in conjunction with short sections of sealing	Existing Levels of Service are maintained	60% Level of service 20% renewal 20% growth	\$3.0 (0.10/annum)	2021-50	\$4.19
<b>New dropped kerb crossings</b>	Growth, aging demographic and Increased traffic exacerbates safety issues where there are no cutdowns in the kerbs to facilitate disabled access from the road to the path	Construction compliant crossing facilities	Vulnerable users share the road with vehicles	70% Level of service 20% renewal 10% growth	\$0.55 (\$0.05/annum)	2021-32	\$0.61
<b>Neplusltra street cycle Path</b>	Construction of shared path to connect Alpha Street and the Lake Dunstan Trail to the Cromwell town centre	2.2km of separated cycle path and road crossing upgrades within existing road reserves	On-road cycling facilities	81% Level of service 19% growth	\$0.90	2022-23	\$0.90

Project	Problem	Principal Option	Principal Alternatives	Capital Expenditure Split	2020 Cost (\$ Million)	Year	Escalated Cost (\$ Million)
<b>Sealing rural gravel road/sealed road intersections</b>	Gravel from the side road migrates onto the intersection causing a safety issue, edgebreak occurs on the edge of the seal	Seal back 30-50m on the gravel side road	More frequent maintenance sweeping, grading, and edge break repair	50% Level of service 47% renewal 3% growth	\$1.1 (\$0.1/annum)	2021-32	\$1.25
<b>Omakau bridge replacement</b>	Settlement is occurring in the piers. The singlelane bridge is not wide enough to take farm vehicles. The existing structure is nearing the end of its economic life	Construction of a new concrete bridge	Jacking of existing piers, and widening of existing deck	28% Level of service 65% renewal 7% growth	\$0.35 \$1.99	2028-29 2030-31	\$0.4 \$2.43
<b>Little valley road bridge replacement</b>	Timber decked railway bridge on concrete abutments is nearing the end of its economic life. Substandard seismic performance	Construction of a new concrete bridge	Replacement of structural components, and seismic strengthening	20% Level of service 60% renewal 20% growth	\$0.35 \$3.5	2042-43 2045-46	\$0.86 \$5.5

Table 12.4.1

## Section 8: Assumptions and risk

Section 4 of both the Water Services and Roading Activity Management Plans outline the assumptions, negative effects and risks for the individual activities. These include specific activity risk registers that follow Councils Corporate Risk Management Policy.

The following tables identify the assumptions that have been made in developing the 30 Year Infrastructure Strategy and associated work programme, and the risks associated with these assumptions.

Assumption	Risk	Consequence	Likelihood	Mitigation
The growth scenario used is appropriate for Council's long-term planning	Growth occurs at a different rate to the medium growth projections	Capacity improvements will need to occur sooner, or be delayed	Moderate	Growth projections are reviewed every three years, and project timing is reconsidered based on updated data
There will be more stringent requirements for Urban Water Quality discharges under new National Environmental Standards	The requirements, and timing of compliance are not yet known	The standard of discharge assumed may be over estimated or further costs if standard of discharge assumed is under estimated	Moderate	Upgrade requirements are reviewed every three years as new standards are developed
The implementation period for compliance with new National Environmental Standards will occur when existing consents are due for renewal	The implementation period to comply with new requirements may be shorter than allowed for in project planning in this Infrastructure Strategy	Costly upgrades will need to be undertaken earlier	Moderate	Upgrade timelines are reviewed every three years as new standards are developed
There will be no legislative changes regarding the level of treatment required to comply with the NZ Drinking Water Standards	It is expected that there will be legislative change as a result of the Havelock North Inquiry. It is unknown whether this will change the level of treatment required	Financial penalties if prosecuted for not meeting the required standards	Unlikely	Projects to improve treatment of water schemes to meet the bacteria and protozoa requirements will be completed within the first 3 years of this LTP

<b>Assumption</b>	<b>Risk</b>	<b>Consequence</b>	<b>Likelihood</b>	<b>Mitigation</b>
There will be legislative changes regarding treatment operations, monitoring, and reporting with the NZ Drinking Water Standards	These changes have been indicated through early engagement with Taumata Arowai and the proposed Water Services Bill	Financial penalties if prosecuted for not meeting the required standards	Almost certain	Council has proposed to increase operational funding for resourcing to improve management and operations of water schemes
The options to solve the problems will be the same in the future as they are today	Technology advances may provide more cost-effective options for addressing the problems in the future	Council may over-estimate the cost of addressing some of the problems	Moderate	Constant review of emerging technologies. Three-yearly reviews of the Asset Management Plans, Long-term Plan, and Infrastructure Strategy
The existing infrastructure will perform as expected and expected useful lives will be achieved on significant assets	Mechanical, electrical, biological, and complex process equipment could fail earlier than expected. Climatic conditions could impact on the effectiveness of biological processes. Sedimentation could affect bores at water sources	Additional renewal work could be required	Moderate	Performance monitoring of assets along with condition assessments to determine the timing of replacement of end of life assets
Inadequate human resources to deliver council services	Council is unable to attract or retain a sufficient number of people with the capabilities to deliver agreed services	Lowering levels of service and delays in capital projects Increase use of consultants at higher cost	Almost certain	Workload management, positive workplace culture and leadership. Use consultants to assist with peak workloads. Streamline work processes to make better use of staff time. Use of collaborative contracting models with contractors and consultants to best optimise staff resources across all organisations



Assumption	Risk	Consequence	Likelihood	Mitigation
<p>The contracting industry does not have the resources to respond to the projected bow wave of central and local government investment in infrastructure</p>	<p>Contractors, consultants, and materials are not available</p>	<p>Higher tendered costs due to reduced competitiveness in the market</p>	<p>Almost certain</p>	<p>Council staff meet with representatives from local large and medium-sized contractors monthly to keep informed of workloads and contractor capacity. This provides information regarding the local market, and feedback from contractors is used to ensure tendering is timed to meet capacity, material order and lead times are considered in programming, and contract deadlines are realistic and achievable. Contractor feedback is also considered when determining procurement options. Councils across Otago and Southland are also sharing information on upcoming tenders and construction work programmes to manage conflicting demands on the market. Where practical, contracts within Central Otago will be of a size to enable medium-sized contractors within the region to tender the work</p>
<p>Projects will be delivered on time in accordance with the funding timeline</p>	<p>Inadequate lead times are provided on projects to undertake investigations and consent work prior to programmed construction dates</p>	<p>Public dissatisfaction and reputational risk due to late delivery on consulted projects</p>	<p>Moderate</p>	<p>Provide adequate lead times during project and financial planning to enable preliminary investigation, consent, and design work to be undertaken in preceding years to construction</p>

Assumption	Risk	Consequence	Likelihood	Mitigation
There will be no significant earthquakes that cause widespread damage to Council infrastructure	A significant earthquake could have a catastrophic impact on Council core infrastructure	Service could be lost on parts of the networks	Unlikely	Network resilience and emergency response plans will be developed in 2018-19 to improve our ability to respond to an event
There will be moderate natural disasters that interrupt day-to-day business and cause damage to Council infrastructure	That events are more severe or more frequent than anticipated	Loss of business continuity, significant damage to underground assets that are self-insured and increased insurance premiums	Almost Certain	Business continuity planning Council sets aside \$120,000 per annum for disaster recovery to cover moderate events and damage to underground assets. Council also has the ability to raise debt for costs above the fund balance, which currently sit at around \$2million
Population growth will occur in the expected locations	Demand for property, and increasing land value in Cromwell, Clyde and Alexandra may result in lower cost alternatives such as Maniototo and Roxburgh experiencing higher than anticipated demand	Greater demand will be placed on infrastructure in Maniototo, and Roxburgh	Moderate	Infrastructure staff monitor resource consent applications to get early warning of issues such as this. Models will be updated more frequently if development occurs in different places than anticipated
External interest income rates are assumed to be 2% to 3% over the life of the plan	Interest rates move affecting interest income	Greater cost through a either lower interest income	Moderate	Duration of investments are set to minimise interest rate exposure Council invests in accordance with the Investment Policy
Internal interest rates are assumed to be 2% to 3% over the life of the plan	Interest rates move affecting interest income and the cost of borrowing	Greater cost through either a lower interest income or higher borrowing costs	Moderate	Duration of loans and investments are set to minimise interest rate exposure Council invests and borrows in accordance with the Investment Policy and Liability Management Policy

<b>Assumption</b>	<b>Risk</b>	<b>Consequence</b>	<b>Likelihood</b>	<b>Mitigation</b>
Economic growth will continue, and a recession will not occur	Austerity measures are required to reduce public spending	Reductions in levels of service, deferral of improvement and growth related work	Moderate	Annual plan revisions, three-yearly reviews of the Asset Management Plans, Long-term Plan, Financial Strategy and Infrastructure Strategy
That inflation will occur at the rates forecast in the 2020 BERL report	Inflation costs may be much higher, particularly in the next three years	Insufficient budgets to deliver proposed programmes, or levels of service	Unlikely	Work programmes will be reprioritised to minimise impacts on levels of service Three-yearly reviews of the Long-term Plan, Financial Strategy and Infrastructure Strategy
Net operational savings will be achieved equivalent to year 2 and 3's inflation rate	Savings are not achieved	Higher rates or reduced levels of service	Moderate	Depreciation and staff cost are excluded for this assumption Management committed to the process
Net expenditure in 2020-21 is the same as planned through the 2020-21 Annual Plan	Net expenditure does not equal the annual plan	Cash reserves and or fixed assets are not equal to the opening position for the 10 year plan	Moderate	Significant unspent expenditure is carried forward to year one of the plan with little effect on the Long-term Plan. Other variance to operating budgets are moved to reserves
The Roothing programme presented in Council's Long-term Plan will be funded by Waka Kotahi NZTA	Waka Kotahi NZTA may not fund the full programme as presented	Reduced levels of service for roading activities, deferral of renewals work, which could result in increased future cost	Moderate	Waka Kotahi NZTA have been involved during the development of the programme. Where increased expenditure is proposed, this is supported by evidence and a robust business case which meets Waka Kotahi NZTA requirements. Increased budget has been included following advice from

Assumption	Risk	Consequence	Likelihood	Mitigation
				Waka Kotahi NZTA auditors in October 2020
Levels of service will not significantly change	Public expectations may change drastically, along with demand for improved levels of service	Reduced public satisfaction	Moderate	Three-yearly reviews of the Asset Management Plans, Long-term Plan, Financial Strategy and Infrastructure Strategy
Council will continue to deliver the core services included in this strategy	Legislation may be changed to place responsibility for some core services with regional or national authorities	The responsibility and cost of delivering these services will be transferred to a different organisation	Almost certain	Three-yearly reviews of the Asset Management Plans, Long-term Plan, Financial Strategy and Infrastructure Strategy
The asset base increases beyond predicted. (Private water supplies)	Operational budgets are insufficient to meet demand from increased assets	Level of service failure or unbudgeted expenditure occurs	Likely	Council has resolved that any share of the initial costs to upgrade private supplies to meet the New Zealand Drinking Water Standards that transfer to Council ownership and management are to be met by the private supplier and/or by the Council and will be considered case by case
Assets are vested in Council that do not meet level of service requirements and require immediate investment. (Private water supplies)	Capital budgets are insufficient to meet the costs of upgrading new vested assets to meet service requirements	Level of service failure or unbudgeted expenditure occurs	Likely	
There will be no further tranches of government stimulus funding for water or wastewater upgrades, or to facilitate water reform	Work in later years of the programme may need to be brought forward. Inadequate staffing levels to deliver increased programme of work	Opportunities to progress work that is of greatest value to the community may be missed.	Moderate	Progress planning for work that is in years 4 – 10 of the programmes, so these are ready to proceed if funding is made available
Council will meet its proposed capital expenditure programme of work	The programme of work is not delivered resulting in a backlog, and financial risk with the introduction of external borrowings to fund Council's capital programme of work	Possible impact on levels of service, delays in replacing assets and cost increases. Assets could fail before they can be replaced	Moderate to likely	Council can revise the speed of delivery in future annual plans. Any money already collected can be carried forward to a later year to be used at the point of construction

Table 14.1.1

# Financial Strategy 2021

## Investing in our future

One of the biggest challenges a council faces is balancing its community's ability to pay with the need to maintain infrastructure and deliver services. The COVID-19 pandemic has added to this challenge. Council aims to keep rates and charges affordable for current and future generations. At the same time, Council needs to focus on building its community resilience, supporting economic development and promoting opportunities for growth that ensures the community is sustainable into the future. To ensure that Council will continue with a balanced approach, keeping the two guiding principles of affordability and sustainability at the forefront when developing the financial strategy.



Environmental and national standards are impacting Council's infrastructure projects and heavy investment is required to improve the quality of our services and to meet the higher standards. This is further challenged by the Government's proposed changes to the management of New Zealand three waters. Council has signed a Memorandum of Understanding (MoU) with central government to agree to work together to identify approaches that consider the design of the new entities. This reform programme is outlined in the infrastructure strategy. What does this mean for the funding of water under this Long-term Plan (LTP)? There will not be a significant difference from the previous LTP, as the infrastructure issues and the financial implications will still need to be funded by ratepayers until clear decisions are made.

Going into this Long-term Plan, Central Otago District Council is in a good financial position. CODC holds cash reserves of \$13.74 million (June 2020) and while at the time of writing this strategy the council has no external debt, the 2020-21 Annual Plan has signalled Council's intention to move into debt to ensure it meets its intensive capital programme. It is anticipated that this level of debt will increase through the course of this Long-term Plan in order to balance the community's need for new infrastructure and accommodate the growth anticipated for Central Otago.

The desired outcome of this strategy is that Central Otago District Council's asset base and operational expenditure are managed in a cost-effective manner and continue to be funded in a manner that is sustainable for the Council and our communities.

# Funding Our Expenditure

## Assets Replacement

Investment in the current asset base will continue with replacement of assets funded through depreciation reserves. Council rates for the majority of its depreciation, which is held in reserve to be spent on replacement assets and the payment of borrowings required to fund these assets. All renewals are funded by depreciation reserves. For renewal of assets where depreciation has not been fully funded, it is expected that the unfunded portion of the renewal will be funded by a third party or external debt.

For long-life assets, the renewal programme will fluctuate from year to year. If the reserve is underspent, the reserve will earn interest. At times these reserves may be overspent, in which case any interest cost will be rated for (except for development contribution reserves). Council may also choose to loan or rate-fund replacement assets if there are insufficient depreciation reserves.

## Growth Assets

When replacing or putting in new assets, Council will consider whether to build the asset to cater for future growth. This may mean, for example, putting in a larger pipe than is needed for today's use to accommodate additional users in the future. Council will fund the additional capacity through developers' contribution reserves. As part of a subdivision process, developers will contribute to the future growth of infrastructure networks. This money is put in a reserve and used for the growth portion of capital projects.

## The Development Contribution Reserve

Typically, building additional capacity for growth in a network precedes the actual growth demand. The growth portion of the capital programme is funded through development contribution reserves. In most instances, these reserves for growth typically run as deficits attracting interest that are in turn funded by developers' contributions.

## Asset Increased Levels of Service

The Long-term Plan will respond to increasing environmental and national standards.

While this plan concentrates on asset replacement and growth, there are a number of key projects that will increase the level of service provided by Council. These projects are in addition to the continuation of the Clyde Wastewater project that will see the township move from septic tanks to a new Council service of reticulated wastewater. The first stage of this project is expected to be completed in time for year two of this current Long-term Plan.

1. Completing water treatment upgrades to meet the New Zealand Drinking Water Standards remains a key focus. Within the first three years of this LTP Council expects all of Council-provided water supplies to be fully compliant with the New Zealand Drinking Water Standards.



2. This plan includes investigating more secure water sources at Roxburgh, Ranfurly, Naseby and Patearoa, upgrading wastewater pump station storage volumes, and road flooding improvements such as upgrading culverts.
3. The current water reforms and the receipt of \$9.46 million that Central Otago District Council received from Tranche 1 of the Water Stimulus Funding has enabled \$5.49 million of projects that were in years 2022 to 2027 of the 2018 LTP to be brought forward. This work is required to be completed by March 2022.
4. Projects to improve water treatment, operational performance, and distribution of water to Bannockburn and Pisa are included in the LTP. These projects include additional capacity to meet future population growth. Hydraulic modelling will be undertaken in 2021 to inform project planning for pipe replacements and reservoir upgrades, which are scheduled for 2027 to 2028.
5. Growth in population, business, tourism and property development is leading to changes in demand for parking and the use of public spaces by motorists, cyclists and pedestrians. For this reason, Council has projects lined up to improve safety, and make these spaces more functional and enjoyable.

Increased level of service for significant capital works is to be primarily funded by loans. To ensure that today's ratepayers do not pay for the building and using of the asset, loan repayment will be rate-funded. Council will rate-fund the depreciation collected on the asset and use these funds to pay the loan principal. This means that the cost of this asset is shared amongst current and future users of the asset. These loans will typically be for no longer than 30 years and funded either internally or externally dependent on the availability of cash reserves. Taking a loan in this instance means that future users of the asset help to pay for it over the asset's lifespan and current ratepayers are not burdened with the full cost. To ensure Council manages the cost of borrowings to mitigate unnecessary costs to the capital programme, Council consulted with the community in the 2020-21 Annual Plan seeking support to join the Local Government Funding Agency (LGFA). With support from the community to join LGFA, Council has joined, and this will help Council manage the cost of borrowings.

In regard to the Clyde Wastewater project, as decided as part of the 2018-28 LTP consultation, all properties connected will pay a connection fee. For stage one this is \$10,000 and will be paid either as a one-off payment in full or spread over ten years with a 5% interest charge per annum.

## Operational Costs

Funding of operational costs come from a number of sources such as rates, user fees, grants and subsidies. The plan has no significant changes in operational funded levels of service but is impacted by interest rates, population growth and inflation. Where possible and practicable, operational spending is funded through user fees or targeted rates.

## Growth and Land Use

### Growth in the district

The district has experienced strong growth, particularly around Cromwell and Alexandra. This was anticipated to start slowing in the first year of this LTP. However, analysis shows

that growth is expected to average at 1.9% for the first five years and to slow to 1.6% for the final five years. Post COVID-19, the number of applications for resource and building consents has slowed to 90% in the 2020-21 year compared to the previous year. This has been reflected in reduced income across the Long-term Plan.

In Alexandra, Council has released reserve land back to the Crown to enable the land to be sold and developed into residential lots. The Vincent Community Board is currently undertaking a residential subdivision development of its freehold land in Alexandra, which adds sections of a range of different sizes to the market. To assist in meeting demand in Cromwell, the Cromwell Community Board is freeing up land for residential and industrial development. The Board has embarked on a Masterplan project for the wider Cromwell area, to address growth. The plan includes infrastructure planning, transport planning and cover community facility requirements to cater for growth. A spatial framework has been produced that addresses zoning and urban development, which will be implemented through a series of plan changes.

Council is in the process of reviewing its District Plan. This is a critical piece of work that helps us to set the standards for how our district responds to growth in a proactive and sustainable way. The plan review will look at all matters required under the Resource Management Act, with a particular emphasis on ensuring sufficient land is zoned for residential, commercial and industrial purposes for the next 10 to 20 years.

Underspends in years that have fewer costs associated with the District Plan are put into reserve to contribute to future years to help manage the cost of the District Plan.

An assessment of the district's growth to 2050 was undertaken in July 2020. Four scenarios were modelled:

- Low growth
- Medium growth
- High growth
- Business as usual (assuming no impact from COVID-19).

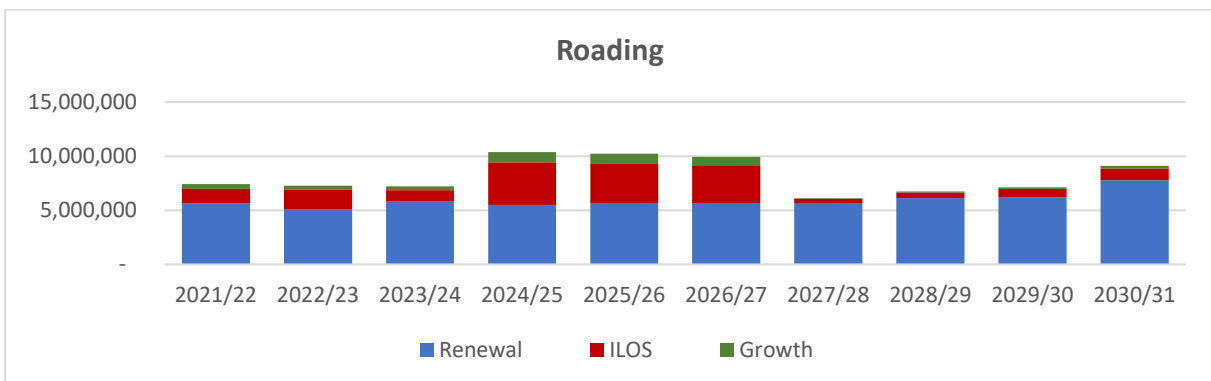
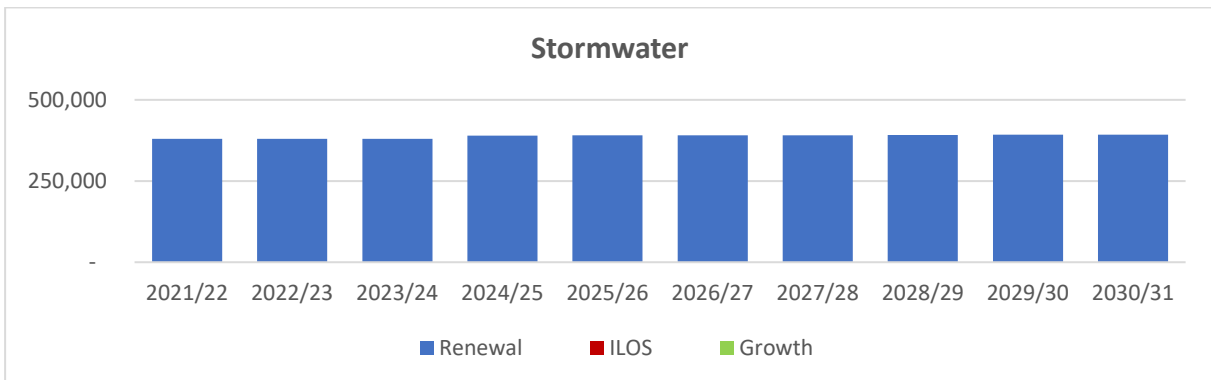
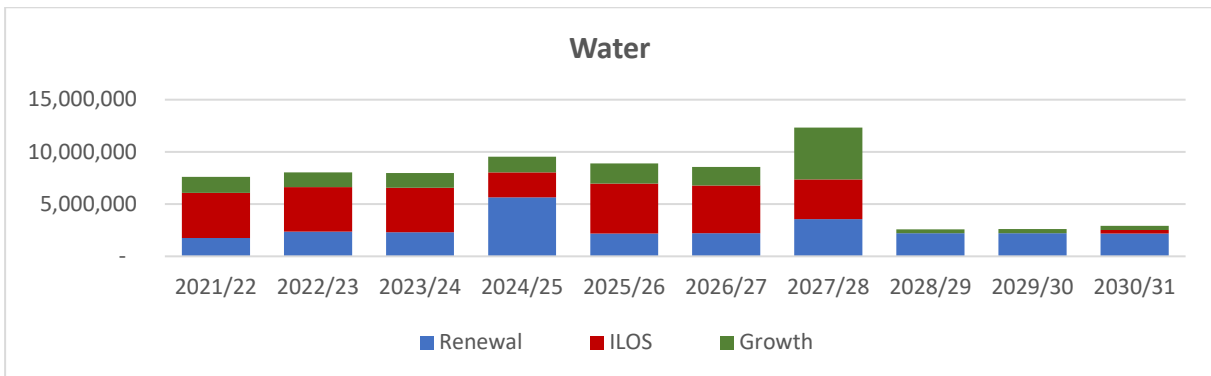
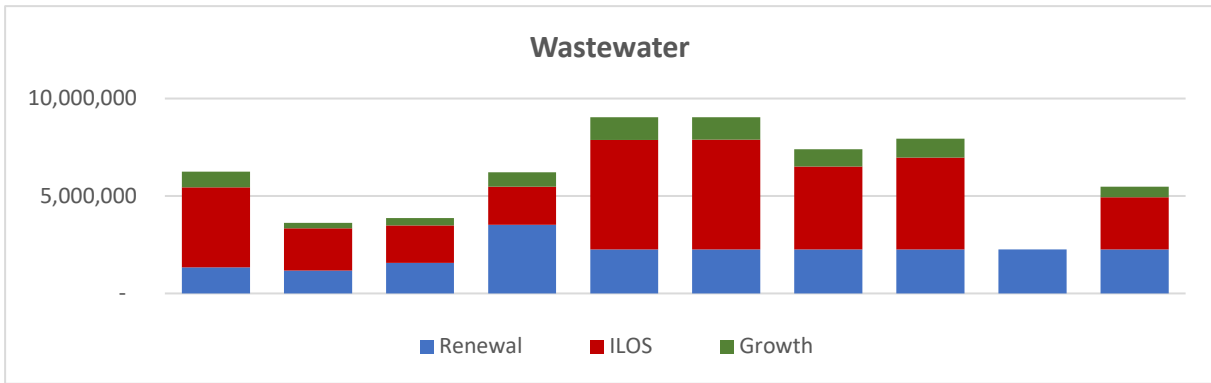
For this Long-term Plan, Council has used the business-as-usual model, which is 1.9% yearly average for the first five years, slowing to 1.6% in the final five years of the plan. This is down on the previous two years, when an average of 2.5% was experienced.

## Capital Expenditure

### Capital project

The following graphs show the split between growth, changes to levels of service, and renewal or replacement of existing assets. Level of service represents the amount of capital expenditure that is planned as an increase to current levels of service.

The amounts spent on renewals are required to maintain the current levels of service. Renewals are funded by rates through depreciation charges. Expenditure for growth will provide existing levels of service to new ratepayers and is funded by development contributions.



## Other Factors

### Emergency Event

Council continues to build its initial response fund for any costs that are considered a Council essential service or group within the district that has been affected by an “act of God” or an “unplanned event” such as a pandemic, and which is not already covered by insurance. Essential service can include any services Council provides that impact on the four community well-beings (social, economic, environmental and cultural).

Due to the size and geographical distribution of the community, Council consider it unlikely that an event would affect the entire district at any one time, so modelling of Council exposure has taken this into account to determine the share of the funds required. Currently, the Emergency Event Reserve stands at \$2.61 million and is projected to reach \$4.323 million by Year 10. If an event caused damage that exceeded the balance of the reserve, Council has the borrowing capacity to raise debt for the balance.

### Insurance

Council will insure all Council-owned assets with the exception of underground assets and bridges, as underground infrastructure became difficult and expensive to insure following the Christchurch earthquakes. Council adopts the policy of self-funding underground infrastructure. As of year four, Council will revert to setting aside \$120,000 each year into the Emergency Event Reserve, which can contribute towards Council’s excess that is not funded by Central Government. This fund covers any non-funded or uninsured expenses incurred in relation to natural disasters (an “act of God”) and unplanned events, including pandemics. In the event of a catastrophic event, Council would loan fund any expenses not covered by Central Government funding and the Emergency Event Reserve.

### Debt Security

Council’s Liability Management Policy currently allows Local Authority Bonds (which includes loan funding through LGFA) to be secured by either a general charge over rates or a specific asset of council.

### Bridges

There are 179 bridges on the district’s roading network. Seventy-two bridges are expected to reach the end of their economic life within the next 30 years, with a further 30 requiring significant renewal 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. Further investigation and analysis work is planned for the next three years, before any actual investment will occur.

Council has not previously rate-funded depreciation for bridge renewals, so there are limited reserves 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, as well as the interest cost for the use of money. Council now funds depreciation and maintenance to ensure it’s in a position to continually renew those assets as required.

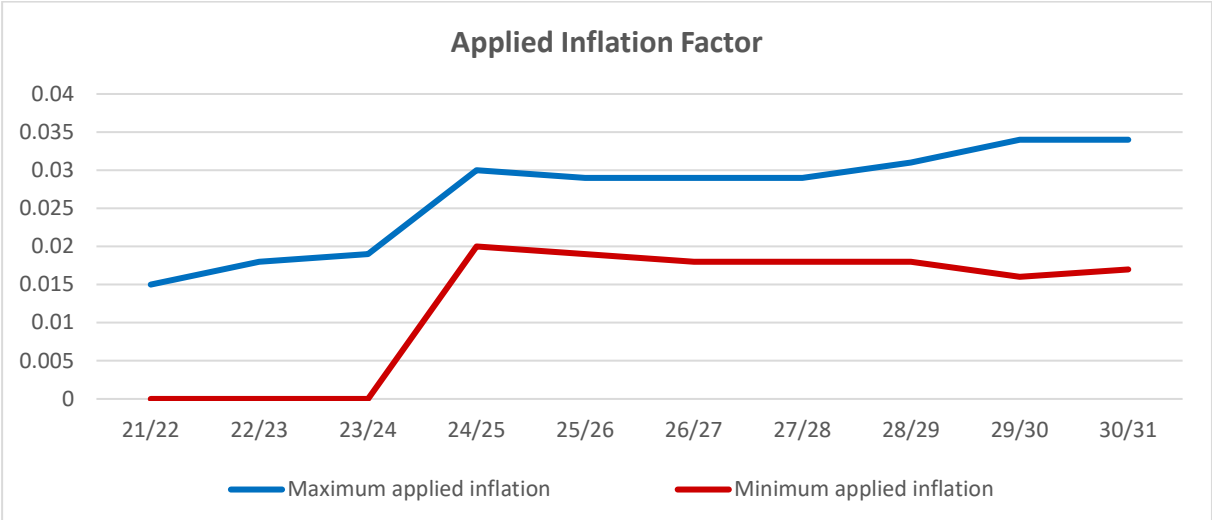
Once a clear work programme is established for the maintenance and renewals of our bridge network, Council can then better consider the funding options available to us. Because bridges are long-life assets, external loan funding may be appropriate. Council has the capacity to borrow further in terms of its limit to total assets. However, Council first needs to assess whether it wants to go down that path or rate-fund the replacements by taking longer to build the self-insurance fund.

**Inflation**

Inflation reflects erosion in the buying power of money. Each dollar buys fewer goods and services over time. Expenditure forecasts for each activity are input in the dollars of the relevant year for the first three years. This means that planned cost movements or inflation adjustments are expected, the cost movements have been taken into account.

Applying blanket inflation rates over these first three years would then overinflate these costs. If some costs rise due to unplanned inflation, Council may seek alternative measures, such as finding savings where possible or the use of reserves. Alternatively, Council may review its programme of works to ensure it stays within the proposed budget overall.

An inflation factor of zero has been applied to costs for the first three years to reflect that the base figures include known movements in costs for those years. The exceptions to this are depreciation and staff costs, which are inflated from year 1.



During the course of the plan, inflation factors of between 0% (where Council does not apply inflation) and 3.4% have been applied. The difference is reflective of variations in inflation expectations year on year, along with various rates being applied to different costs, for example, water supply inflation factors compared to expected inflation on road construction.

## Development Contribution Reserve

In 2007-2008, when development contributions were in their infancy, the estimation of the growth portion of some roading assets was too high. This has left this reserve in a deficit that with interest charges would not recover to a sustainable point. This deficit was remedied by using general reserves and roading depreciation reserves to bring the account back to a sustainable level during years one to three of the 2018-28 LTP.

## Impact to Deliver Proposed Levels of Service

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. This in turn affects how much it costs us to deliver services to you. Council has used inflation assumptions, provided by Business and Economic Research Limited (BERL), that are particular to councils. These assumptions underpin this Financial Strategy and are outlined in the financial section.

In planning for the long term, the only certainty is uncertainty. Therefore, creating a plan that accounts for every eventuality would be impossible. So Council bases its forecasting on a set of assumptions and assesses the risks associated with each assumption to determine how to mitigate the consequences and ensure a robust plan that delivers on our promised levels of service.

A positive challenge is that our district is still a desirable place to live for many people. So although Council has a responsibility to provide infrastructure in anticipation of growth, it has the ability to more accurately plan for provision of services in areas where growth is projected to occur.

The review of Council's District Plan will also create a significant opportunity to set the speed of development and growth, and more accurately forecast the demand on levels of service. Council has entered into a number of partnerships that help us deliver our services in a more efficient way. Council has some strong relationships with neighboring councils that its using to the benefit of our communities. One example is our shared library service with Queenstown Lakes District Council.



# 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 LTP 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.

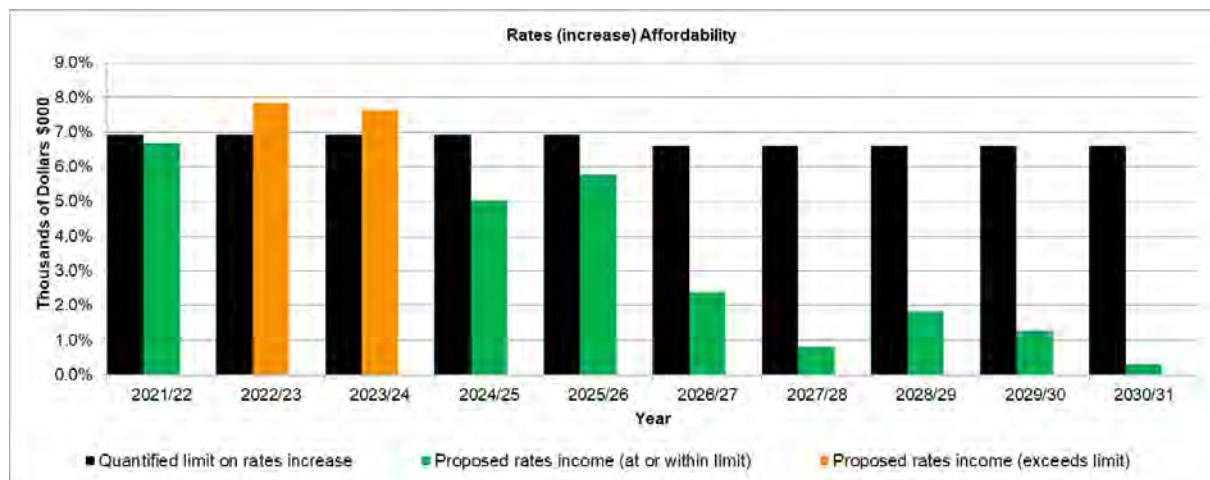
## Rates Affordability Benchmark

To maintain an element of affordability, Council has worked towards maintaining a limit on rates increases of 5% per annum for *existing* ratepayers. This does not include the provision for growth currently projected at an average of 1.9% for growth for the first five years decreasing to 1.6% for the final five years.

Anticipated Annual Growth	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2028/29
Rating Units	14,084	14,352	14,624	14,902	15,185	15,474	15,721	15,973	16,228	16,488	16,752

This rate cap is an average for the whole district, which means that on an individual basis the combined cap does not apply. These rate increases will go beyond the 10 years, given the level of investment still to occur.

Due to planned rates reduction in 2020-21 as a result of COVID-19, the need to bring some large infrastructure projects forward and to incorporate projects that raise quality standards to meet predicted legislation changes, it is anticipated that Council will slightly exceed the 6.9% cap in years 2 and 3 (7.8% and 7.6% respectively).

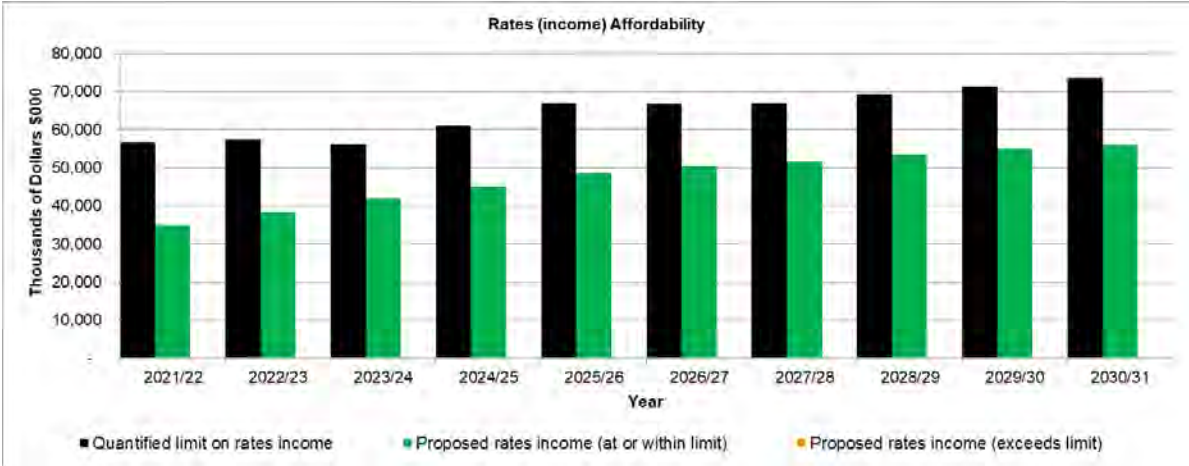


The Council meets the rates affordability benchmark if its planned rates income equals or is less than each quantified limit on rates. Council also sets a rate limit based on total expenditure. This limit has been set at 80% of total revenue and is a measure used across all local authorities. For the 10 years of this plan rates income does not breach this limit.

It is important to remember that 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 councils. Currently Central Otago District Council draws about 60% of our revenue from rates and proposes to limit the rates collected each year to a maximum of 80% of 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 the increased level of service of long-term assets and drawing rates to pay for the loan over an extended period of time. The loan will be funded by internal or external borrowing depending on availability of funds. This ensures that both current and future users pay for the service.

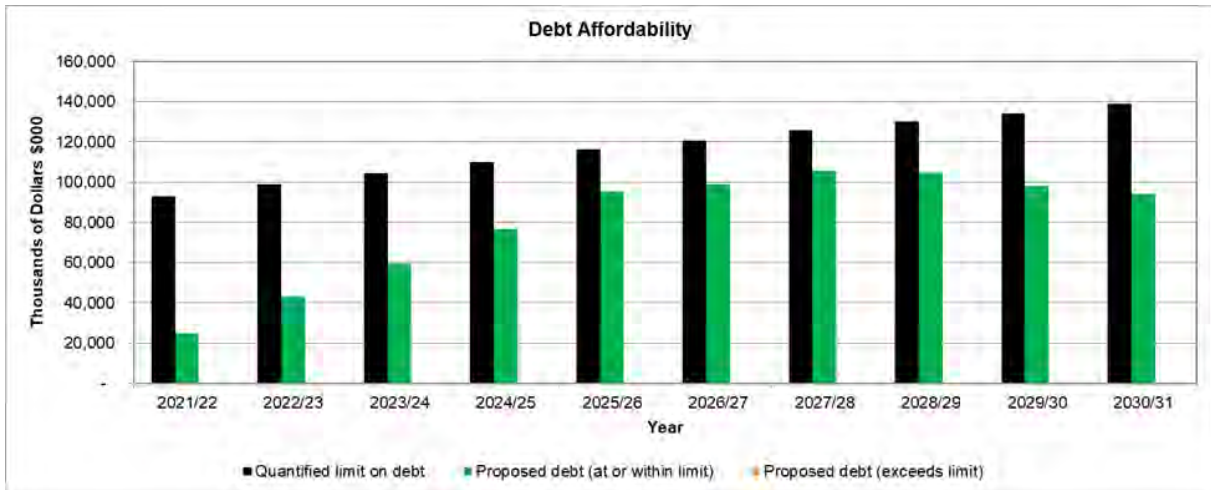


Rates (income) affordability compares the relationship between total revenue and total rates collected. The limit for total rates is set at 80% of total income. This benchmark has been met in each of the 10 years of the plan.

### 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 LTP. The council meets the debt control benchmark if its actual net debt equals or is less than its planned net debt.

The following graph displays the council's proposed net debt as a proportion of planned net debt. In this statement, **net debt** means financial liabilities less financial assets (excluding trade and other receivables).

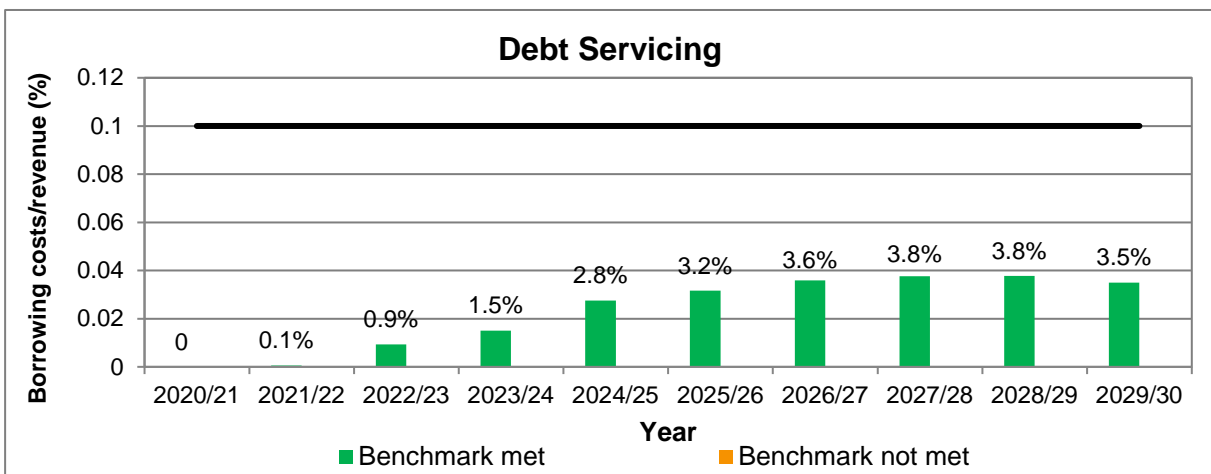


## Debt Servicing

A borrowing limit of 10% of total assets has been set to assist in prudently managing borrowing. As the plan has sufficient cash reserves to internally fund any projects that need to be loan funded, debt in this 10-Year Plan will not exceed the 10% of total assets benchmark.

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 that 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.



## Investment

Council recognises that as a responsible public authority, any investments that Council holds should be of a relatively low risk. Council also recognise that lower risk generally means lower returns. Council aims to maximise investment income within a prudent level of investment risks. Currently Council has money invested with banks in New Zealand and its

aim is to achieve market rates for these investments. Council may also consider other investments in accordance with the Investment Policy. Council's quantified target for returns on financial investments is to achieve a return equivalent to market rates. Council will ensure that all funds are placed in suitable deposit accounts and excess funds will be put on deposit.

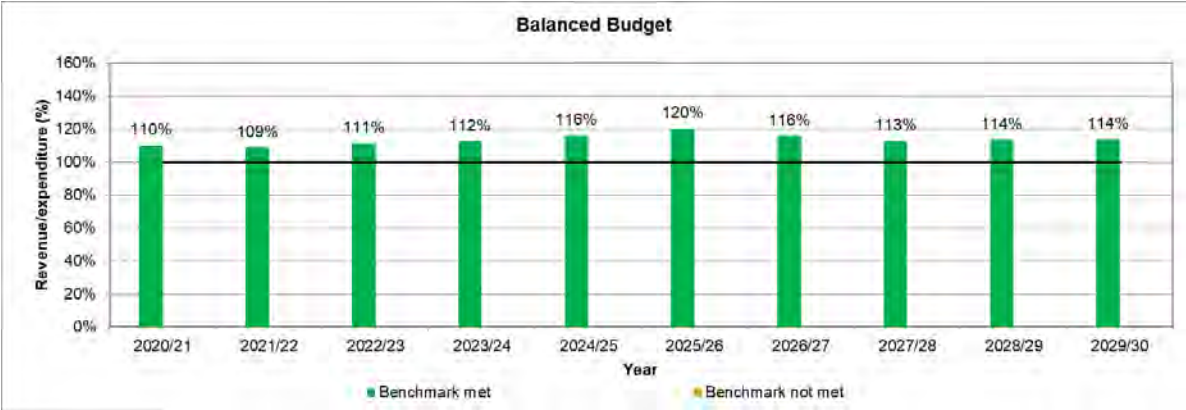
### Cash Reserves and Debt

Council currently has reasonable cash reserves. While much of these reserves relate to money set aside for asset replacement, there is a significant amount that has come from Cromwell land sales. In the next 10 years, sale of land is forecast to have a net value of \$40 million, which will add to the estimated cash position. The plan reflects the reinvestment of the land proceeds into assets other than cash, such as the planned development for Cromwell.

Significant non-growth expenditure that is not depreciation funded or subsidised will be loan funded. Loans will be set up with repayments (less depreciation) being rated for. The source of these loans are forecast to come out of cash reserves or external borrowings.

### Balanced Budget

Council is required to operate a balanced budget, in which operating revenues are set at a level sufficient to meet that year's operating expenses. A balanced budget is achieved when total revenue (less revaluations, developers' contributions and vested assets) is greater than operating expenditure. This plan achieves a balanced budget for each of the 10 years of the plan.



### 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.

Waka Kotahi New Zealand Transport Agency 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 emergency events. The rates income appears in the prospective statement of comprehensive revenue, but the reserve fund is a prospective statement of financial position item.

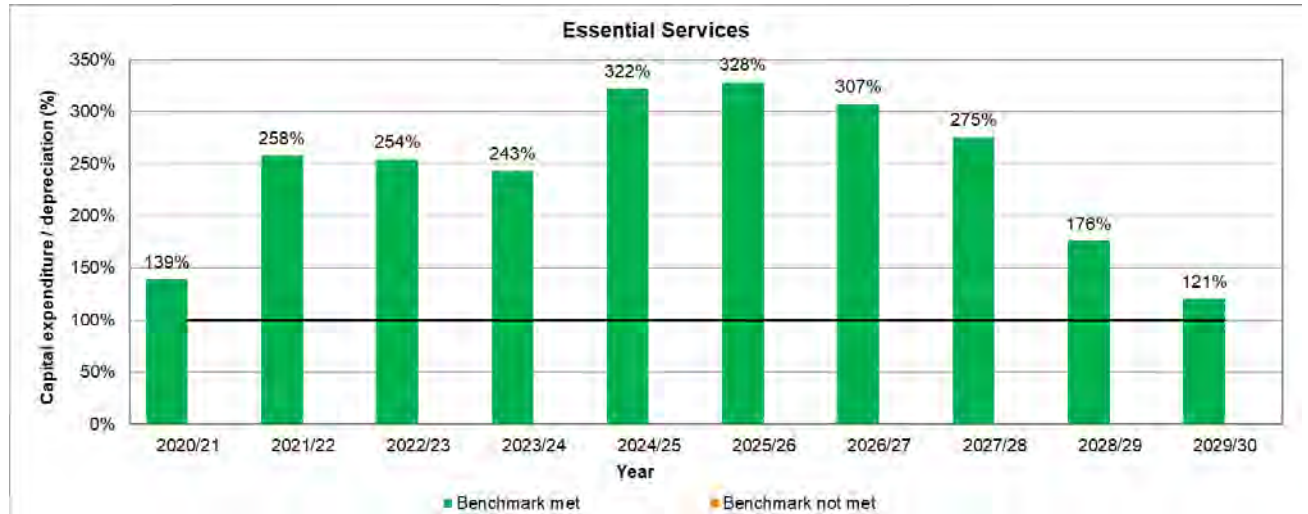
### Deficits can result when:

Council’s Revenue and Financing Policy indicates that in certain circumstances Council will not fully fund depreciation from rates income, for example, Council does not fully fund depreciation on roading assets. Most roading capital expenditure attracts a government subsidy; therefore, there is no need to fully fund depreciation for the portion that is subsidised.

There are circumstances when 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.

### Essential Services Benchmark

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.



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



# FINANCIALS

NEW ZEALAND

MY FIRST  
money box.





2020/21 AP \$000	Prospective Funding Impact Statement Whole of Council	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/2 8 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>OPERATING</b>										
4,204	General rates, uniform annual general charges, rates penalties	7,659	8,401	9,274	9,811	11,029	12,193	12,210	12,847	13,480	13,500
27,901	Targeted rates	27,241	29,950	32,787	35,209	37,502	38,295	39,508	40,657	41,573	42,609
2,317	Subsidies and grants for operating purposes	3,720	2,724	2,744	2,780	2,865	2,942	3,033	3,115	3,211	3,301
5,058	Fees and charges	5,180	5,542	5,723	5,928	6,084	6,229	6,337	6,538	6,701	6,875
403	Interest and dividend from investments	389	401	414	427	440	452	465	477	490	503
2,604	Local authorities fuel tax, fines, infringement fees, and other receipts	2,666	2,693	2,747	2,899	3,211	3,237	3,401	3,643	3,743	3,947
-	Land Sales	17,286	14,930	10,589	10,800	11,076	11,330	11,605	11,891	12,187	12,505
<b>42,486</b>	<b>Total operating funding</b>	<b>64,141</b>	<b>64,642</b>	<b>64,277</b>	<b>67,855</b>	<b>72,207</b>	<b>74,679</b>	<b>76,559</b>	<b>79,169</b>	<b>81,384</b>	<b>83,240</b>
	Applications of operating funding										
33,245	Payments to staff and suppliers	36,634	37,263	38,484	39,411	41,028	41,819	42,623	43,828	44,936	45,709
-	Cost of Sales	13,926	11,232	6,774	6,910	7,086	7,248	7,425	7,607	7,797	8,000
74	Finance costs	74	708	1,266	1,782	2,130	2,325	2,538	2,611	2,536	2,460
1,936	Other operating funding applications	1,555	1,470	1,565	1,859	2,636	2,758	2,979	3,163	3,300	3,639
<b>35,255</b>	<b>Total applications of operating funding</b>	<b>52,189</b>	<b>50,673</b>	<b>48,090</b>	<b>49,962</b>	<b>52,879</b>	<b>54,150</b>	<b>55,565</b>	<b>57,210</b>	<b>58,569</b>	<b>59,809</b>
<b>7,231</b>	<b>Surplus (deficit) of operating funding</b>	<b>11,953</b>	<b>13,968</b>	<b>16,188</b>	<b>17,893</b>	<b>19,327</b>	<b>20,528</b>	<b>20,993</b>	<b>21,959</b>	<b>22,815</b>	<b>23,431</b>
	<b>CAPITAL</b>										
	<b>Sources of capital funding</b>										
2,878	Subsidies and grants for capital expenditure	3,584	3,282	3,150	5,002	7,777	4,682	2,807	3,178	3,310	4,426
2,347	Development and financial contributions	2,104	2,192	1,717	1,578	1,658	1,715	1,777	1,577	1,468	1,241
-	Increase (decrease) in debt	13,000	18,000	16,492	17,151	18,764	3,509	6,761	(791)	(6,845)	(3,899)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-

2020/21 AP \$000	Prospective Funding Impact Statement Whole of Council	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/2 8 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
-	Lump sum contributions	-	717	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>5,225</b>	<b>Total sources of capital funding</b>	<b>18,689</b>	<b>24,191</b>	<b>21,359</b>	<b>23,731</b>	<b>28,199</b>	<b>9,906</b>	<b>11,345</b>	<b>3,964</b>	<b>(2,067)</b>	<b>1,768</b>
	<b>Applications of capital funding</b>										
	<b>Capital expenditure</b>										
1,974	- to meet additional demand	2,305	2,137	2,231	2,231	5,315	3,700	5,855	524	504	1,155
13,309	- to improve the level of service	8,075	7,305	7,072	6,093	15,229	13,484	8,264	741	602	3,900
9,407	- to replace existing assets	20,453	28,357	30,296	32,570	29,232	17,868	18,862	23,626	17,163	17,336
(12,234)	Increase(decrease) in reserves	(634)	(81)	(2,494)	289	(2,692)	(5,060)	(1,085)	588	2,037	2,365
-	Increase (decrease) in investments	442	442	442	442	442	442	442	442	442	442
<b>12,456</b>	<b>Total applications of capital funding</b>	<b>30,641</b>	<b>38,159</b>	<b>37,547</b>	<b>41,624</b>	<b>47,526</b>	<b>30,434</b>	<b>32,338</b>	<b>25,923</b>	<b>20,748</b>	<b>25,199</b>
<b>(7,231)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(11,953)</b>	<b>(13,968)</b>	<b>(16,188)</b>	<b>(17,893)</b>	<b>(19,327)</b>	<b>(20,528)</b>	<b>(20,993)</b>	<b>(21,959)</b>	<b>(22,815)</b>	<b>(23,431)</b>
-	<b>Funding Balance</b>	-	-	-	-	-	-	-	-	-	-
<b>10,209</b>	<b>Depreciation (not included in above FIS)</b>	<b>9,997</b>	<b>10,827</b>	<b>11,759</b>	<b>12,533</b>	<b>13,271</b>	<b>13,943</b>	<b>14,481</b>	<b>14,999</b>	<b>15,490</b>	<b>15,084</b>
	<b>PUBLIC EQUITY</b>										
7,231	Surplus (deficit) of operating funding from funding impact statement	11,953	13,968	16,188	17,893	19,327	20,528	20,993	21,959	22,815	23,431
(10,209)	Depreciation	(9,997)	(10,827)	(11,759)	(12,533)	(13,271)	(13,943)	(14,481)	(14,999)	(15,490)	(15,084)
2,878	Subsidies and grants for capital purposes	3,584	3,999	3,150	5,002	7,777	4,682	2,807	3,178	3,310	4,426

2020/21 AP \$000	Prospective Funding Impact Statement Whole of Council	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
2,347	Development and financial contributions	2,104	2,192	1,717	1,578	1,658	1,715	1,777	1,577	1,468	1,241
-	Gain (loss) on sales of assets	-	-	-	-	-	-	-	-	-	-
<b>2,247</b>	<b>Net surplus (deficit) before tax in Comprehensive Revenue and Expenses</b>	<b>7,644</b>	<b>9,333</b>	<b>9,295</b>	<b>11,940</b>	<b>15,491</b>	<b>12,982</b>	<b>11,095</b>	<b>11,715</b>	<b>12,103</b>	<b>14,014</b>

2020/21 AP \$000	Prospective Funding Impact Statement Comprehensive Revenue and Expenses	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>REVENUE</b>										
	<b>Revenue from non-exchange transactions</b>										
32,030	Rates	34,765	38,216	41,926	44,882	48,390	50,344	51,570	53,353	54,897	55,950
75	Penalties and Remissions	135	135	135	138	141	144	148	152	155	159
5,103	Subsidies and Grants	7,303	6,722	5,892	7,779	10,640	7,622	5,838	6,291	6,519	7,725
2,150	Regulatory fees	1,937	2,225	2,252	2,306	2,365	2,419	2,478	2,539	2,602	2,670
4,792	User fees and other income	5,095	5,275	5,478	5,762	6,146	6,239	6,433	6,794	6,973	7,261
2,347	Development and financial contributions	2,104	2,192	1,717	1,578	1,658	1,715	1,777	1,577	1,468	1,241
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Vested and previously unrecognized assets	-	-	-	-	-	-	-	-	-	-
-	Gains (losses) on revaluation of forestry assets	-	-	-	-	-	-	-	-	-	-
	<b>Revenue from exchange transactions</b>										
378	Direct charges revenue – full cost recovery	383	300	300	306	313	320	328	336	345	354
433	Rental revenue	432	437	442	456	473	489	501	513	526	540
401	Interest	388	400	413	425	438	450	463	475	488	500
-	Dividends	-	-	-	-	-	-	-	-	-	-
-	Profit on sale of assets	-	-	-	-	-	-	-	-	-	-
-	Land Sales	17,286	14,930	10,589	10,800	11,076	11,330	11,605	11,891	12,187	12,505

2020/21 AP \$000	Prospective Funding Impact Statement Comprehensive Revenue and Expenses	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
-	Gains (losses) on revaluation of investment properties	-	-	-	-	-	-	-	-	-	-
<b>47,709</b>	<b>TOTAL REVENUE</b>	<b>69,829</b>	<b>70,831</b>	<b>69,143</b>	<b>74,432</b>	<b>81,640</b>	<b>81,073</b>	<b>81,140</b>	<b>83,922</b>	<b>86,159</b>	<b>88,904</b>
	<b>EXPENDITURE</b>										
11,203	Employee benefit expenses	12,891	13,249	13,473	13,713	13,972	14,216	14,477	14,757	15,013	15,004
10,209	Depreciation and amortisation	9,997	10,827	11,759	12,533	13,271	13,943	14,481	14,999	15,490	15,084
74	Finance costs	74	708	1,266	1,782	2,130	2,325	2,538	2,611	2,536	2,460
-	Valuation losses	-	-	-	-	-	-	-	-	-	-
-	Loss on disposal of assets	-	-	-	-	-	-	-	-	-	-
-	Cost of Sales	13,926	11,232	6,774	6,910	7,086	7,248	7,425	7,607	7,797	8,000
23,976	Other expenses	<b>25,296</b>	<b>25,483</b>	<b>26,575</b>	<b>27,555</b>	<b>29,690</b>	<b>30,359</b>	<b>31,123</b>	<b>32,232</b>	<b>33,220</b>	<b>34,342</b>
<b>45,462</b>	<b>TOTAL EXPENDITURE</b>	<b>62,185</b>	<b>61,499</b>	<b>59,848</b>	<b>62,492</b>	<b>66,148</b>	<b>68,091</b>	<b>70,044</b>	<b>72,207</b>	<b>74,057</b>	<b>74,891</b>
<b>2,247</b>	<b>SURPLUS/(DEFICIT) before tax</b>	<b>7,644</b>	<b>9,333</b>	<b>9,295</b>	<b>11,940</b>	<b>15,492</b>	<b>12,982</b>	<b>11,096</b>	<b>11,715</b>	<b>12,103</b>	<b>14,013</b>
-	Income tax expense	-	-	-	-	-	-	-	-	-	-
<b>2,247</b>	<b>SURPLUS/(DEFICIT) after tax</b>	<b>7,644</b>	<b>9,333</b>	<b>9,295</b>	<b>11,940</b>	<b>15,492</b>	<b>12,982</b>	<b>11,096</b>	<b>11,715</b>	<b>12,103</b>	<b>14,013</b>
	<b>GAIN ON ASSET REVALUATIONS</b>										
1,479	Gains (loss) on revaluation of wastewater assets	(2,118)	3,950	2,644	2,086	2,384	2,687	2,851	3,390	3,874	4,024
1,926	Gains (loss) on revaluation of water assets	(2,946)	4,880	3,373	2,756	3,249	3,671	3,869	4,724	5,157	5,427
573	Gains (loss) on revaluation of stormwater assets	(953)	1,386	855	628	688	726	716	818	893	924
11,045	Gains (loss) on revaluation of roading assets	4,065	17,305	16,848	16,358	16,352	16,891	17,392	17,899	18,416	19,476

2020/21 AP \$000	Prospective Funding Impact Statement Comprehensive Revenue and Expenses	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
2,215	Gains (loss) on revaluation of property and park assets	1,180	4,086	4,076	4,512	4,815	5,222	5,368	5,629	5,755	6,013
5	Gains (loss) on revaluations of land assets	(0)	7	6	6	6	6	6	6	7	7
537	Gains (loss) on revaluation of building assets	36	785	714	785	875	967	960	1,008	1,034	1,067
<b>17,780</b>	<b>Total gain on asset revaluations</b>	<b>(736)</b>	<b>32,399</b>	<b>28,516</b>	<b>27,131</b>	<b>28,369</b>	<b>30,171</b>	<b>31,161</b>	<b>33,475</b>	<b>35,136</b>	<b>36,938</b>
-	- Gain on available for sale financial assets	-	-	-	-	-	-	-	-	-	-
-	- Gains (loss) on revaluation of investment bonds	-	-	-	-	-	-	-	-	-	-
-	- Gains (loss) on revaluation of share equities	-	-	-	-	-	-	-	-	-	-
-	- <b>Total gain on available for sale financial assets</b>	-	-	-	-	-	-	-	-	-	-
<b>17,780</b>	<b>Total other comprehensive income</b>	<b>(736)</b>	<b>32,399</b>	<b>28,516</b>	<b>27,131</b>	<b>28,369</b>	<b>30,171</b>	<b>31,161</b>	<b>33,475</b>	<b>35,136</b>	<b>36,938</b>
<b>20,027</b>	<b>Total comprehensive income</b>	<b>6,908</b>	<b>41,731</b>	<b>37,811</b>	<b>39,072</b>	<b>43,861</b>	<b>43,153</b>	<b>42,256</b>	<b>45,190</b>	<b>47,239</b>	<b>50,951</b>



2020/21 AP \$000	Prospective Statement of <b>CHANGES IN EQUITY</b>	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>PUBLIC EQUITY</b>										
833,044	Public equity balance at 1 July	891,344	898,253	939,984	977,795	1,016,867	1,060,728	1,103,880	1,146,136	1,191,327	1,238,566
	<b>Accumulated funds</b>										
413,581	Balance at 1 July	393,920	401,564	410,897	420,192	432,132	447,624	460,606	471,701	483,416	495,519
2,247	Surplus/(Deficit)	7,644	9,333	9,295	11,940	15,492	12,982	11,096	11,715	12,103	14,013
-	Transfer to restricted reserves	-	-	-	-	-	-	-	-	-	-
-	Transfer from Revaluation Reserves as intended for sale	-	-	-	-	-	-	-	-	-	-
-	Transfer from property revaluation reserve on disposal	-	-	-	-	-	-	-	-	-	-
<b>415,828</b>	<b>BALANCE AT 30 JUNE</b>	<b>401,564</b>	<b>410,897</b>	<b>420,192</b>	<b>432,132</b>	<b>447,624</b>	<b>460,606</b>	<b>471,701</b>	<b>483,416</b>	<b>495,519</b>	<b>509,532</b>
	<b>OTHER RESERVES</b>										
	<b>Property revaluation reserve</b>										
422,948	Balance 1 July	497,365	496,629	529,028	557,543	584,675	613,044	643,215	674,375	707,851	742,987
17,780	Revaluation gains/(loss)	(736)	32,399	28,516	27,131	28,369	30,171	31,161	33,475	35,136	36,938
	Transfer from property revaluation reserve as intended for sales	-	-	-	-	-	-	-	-	-	-
	Transfer to accumulated funds on disposal on property	-	-	-	-	-	-	-	-	-	-
<b>440,728</b>	<b>Balance at 30 June</b>	<b>496,629</b>	<b>529,028</b>	<b>557,543</b>	<b>584,675</b>	<b>613,044</b>	<b>643,215</b>	<b>674,375</b>	<b>707,851</b>	<b>742,987</b>	<b>779,925</b>

2020/21 AP \$000	Prospective Statement of <b>CHANGES IN EQUITY</b>	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>Fair value through other comprehensive revenue reserve</b>										
41	Balance at 1 July	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)
	Revaluation gains/(loss)	-	-	-	-	-	-	-	-	-	-
	Reclassification to surplus or deficit on disposal	-	-	-	-	-	-	-	-	-	-
<b>41</b>	<b>Balance at 30 June</b>	<b>(20)</b>	<b>(20)</b>	<b>(20)</b>	<b>(20)</b>	<b>(20)</b>	<b>(20)</b>	<b>(20)</b>	<b>(20)</b>	<b>(20)</b>	<b>(20)</b>
	<b>Restricted Reserves (trust and bequest funds)</b>										
-	Balance at 1 July	80	80	80	80	80	80	80	80	80	80
-	Transfer from accumulated funds	-	-	-	-	-	-	-	-	-	-
-	<b>Balance at 30 June</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>
<b>440,768</b>	<b>Total other reserves</b>	<b>496,689</b>	<b>529,087</b>	<b>557,603</b>	<b>584,734</b>	<b>613,104</b>	<b>643,275</b>	<b>674,435</b>	<b>707,910</b>	<b>743,047</b>	<b>779,985</b>
<b>856,596</b>	<b>Public Equity 30 June</b>	<b>898,253</b>	<b>939,984</b>	<b>977,795</b>	<b>1,016,867</b>	<b>1,060,728</b>	<b>1,103,880</b>	<b>1,146,136</b>	<b>1,191,327</b>	<b>1,238,566</b>	<b>1,289,517</b>

2020/21 AP \$000	AP Adjustment	Prospective Statement of <b>FINANCIAL POSITION</b>	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
		<b>EQUITY</b>										
415,828	300	Accumulated funds	401,564	410,897	420,192	432,132	447,624	460,606	471,701	483,416	495,519	509,532
440,728		Property revaluation reserve	496,629	529,028	557,543	584,675	613,044	643,215	674,375	707,851	742,987	779,925
41		Fair value through other comprehensive income revenue reserve	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)
-		Restricted reserves	80	80	80	80	80	80	80	80	80	80
<b>856,596</b>	<b>856,896</b>	<b>Total equity</b>	<b>898,253</b>	<b>939,984</b>	<b>977,795</b>	<b>1,016,867</b>	<b>1,060,728</b>	<b>1,103,880</b>	<b>1,146,136</b>	<b>1,191,327</b>	<b>1,238,566</b>	<b>1,289,517</b>
		<b>REPRESENTED BY:</b>										
		<b>Current assets</b>										
9,840		Cash and cash equivalents	19,896	19,807	17,205	17,436	14,635	9,767	8,862	9,818	12,296	15,103
1,563		Other financial assets	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
-	300	Investment Bond	625	1,075	1,625	2,125	2,675	2,925	3,188	3,263	3,263	3,263
3,986		Receivables	3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171
-		Non current assets held for sale	-	-	-	-	-	-	-	-	-	-
1,541		Inventories	1,509	1,509	1,509	1,509	1,509	1,509	1,509	1,509	1,509	1,509
<b>16,930</b>	<b>17,230</b>	<b>Total current assets</b>	<b>33,201</b>	<b>33,562</b>	<b>31,510</b>	<b>32,241</b>	<b>29,990</b>	<b>25,372</b>	<b>24,729</b>	<b>25,760</b>	<b>28,239</b>	<b>31,046</b>

2020/21 AP \$000	AP Adjustment	Prospective Statement of <b>FINANCIAL POSITION</b>	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
		<b>Less current liabilities</b>										
329		Agency and deposits	273	273	273	273	273	273	273	273	273	273
7,937		Payables and deferred revenue	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706	4,706
934		Employee entitlements	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010	1,010
-		Borrowings and other financial liabilities	-	-	-	-	-	-	-	-	-	-
<b>9,201</b>	<b>9,201</b>	<b>Total current liabilities</b>	<b>5,988</b>	<b>5,988</b>	<b>5,988</b>	<b>5,988</b>	<b>5,988</b>	<b>5,988</b>	<b>5,988</b>	<b>5,988</b>	<b>5,988</b>	<b>5,988</b>
<b>7,729</b>	<b>8,029</b>	<b>Working capital</b>	<b>27,212</b>	<b>27,574</b>	<b>25,522</b>	<b>26,253</b>	<b>24,002</b>	<b>19,384</b>	<b>18,741</b>	<b>19,772</b>	<b>22,251</b>	<b>25,058</b>
		<b>Non-current assets</b>										
169		Available for sale financial assets	109	109	109	109	109	109	109	109	109	109
390		Loans and receivables	333	333	333	333	333	333	333	333	333	333
771		Intangible assets	2,271	2,286	2,311	2,335	2,359	2,382	2,405	2,448	2,515	2,593
437		Forestry assets	357	366	376	384	393	402	410	420	429	438
1,625		Investment property	1,683	1,729	1,772	1,812	1,853	1,895	1,936	1,980	2,024	2,069
845,485	12,000	Property, Plant and Equipment	891,292	950,592	1,006,871	1,062,289	1,127,091	1,178,298	1,227,884	1,271,157	1,308,953	1,353,064
<b>848,878</b>	<b>860,878</b>	<b>Total non-current assets</b>	<b>896,045</b>	<b>955,415</b>	<b>1,011,771</b>	<b>1,067,263</b>	<b>1,132,138</b>	<b>1,183,419</b>	<b>1,233,079</b>	<b>1,276,447</b>	<b>1,314,362</b>	<b>1,358,607</b>

2020/21 AP \$000	AP Adjustment	Prospective Statement of <b>FINANCIAL POSITION</b>	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
		<b>Less non-current liabilities</b>										
11		Provisions	5	5	5	5	5	5	5	5	5	5
-	12,000	Borrowings and other financial liabilities	25,000	43,000	59,492	76,644	95,408	98,917	105,678	104,887	98,042	94,143
<b>11</b>	<b>12,011</b>	<b>Total non-current liabilities</b>	<b>25,005</b>	<b>43,005</b>	<b>59,497</b>	<b>76,649</b>	<b>95,413</b>	<b>98,922</b>	<b>105,683</b>	<b>104,892</b>	<b>98,047</b>	<b>94,148</b>
<b>856,596</b>	<b>856,896</b>	<b>Net assets (assets minus liabilities)</b>	<b>898,253</b>	<b>939,984</b>	<b>977,795</b>	<b>1,016,867</b>	<b>1,060,727</b>	<b>1,103,881</b>	<b>1,146,137</b>	<b>1,191,327</b>	<b>1,238,566</b>	<b>1,289,517</b>

*This table has rounding (+/- 1)*

2020/21 AP \$000	<b>Prospective Statement of CASH FLOWS</b>	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>										
47,308	Receipts from rates, fees and other revenue	52,160	55,506	58,147	63,212	70,132	69,299	69,078	71,561	73,490	75,905
401	Interest received	388	400	413	425	438	450	463	475	488	500
-	Dividends received	-	-	-	-	-	-	-	-	-	-
-	Net GST (paid)/received	-	-	-	-	-	-	-	-	-	-
(33,474)	Payments to suppliers and employees	(38,175)	(38,791)	(40,285)	(41,000)	(43,203)	(43,967)	(45,059)	(46,403)	(47,707)	(48,911)
-	Interest paid	-	-	-	-	-	-	-	-	-	-
<b>14,235</b>	<b>Net cashflow from operating activities</b>	<b>14,373</b>	<b>17,115</b>	<b>18,275</b>	<b>22,637</b>	<b>27,367</b>	<b>25,782</b>	<b>24,482</b>	<b>25,633</b>	<b>26,271</b>	<b>27,494</b>
	<b>CASHFLOWS FROM INVESTING ACTIVITIES</b>										
-	Receipts from sale of property, plant and equipment (land)	17,286	14,930	10,589	10,800	11,076	11,330	11,605	11,891	12,187	12,505
-	Receipts from sale of property, plant and equipment	(13,926)	(11,232)	(6,774)	(6,910)	(7,086)	(7,248)	(7,425)	(7,607)	(7,797)	(8,000)
-	Receipts from the repayment of loans and receivables	-	-	-	-	-	-	-	-	-	-
(24,690)	Purchase of property, plant and equipment	(30,834)	(37,798)	(39,599)	(40,893)	(49,777)	(35,052)	(32,981)	(24,892)	(18,269)	(22,391)
-	Purchase of investment property	-	-	-	-	-	-	-	-	-	-



2020/21 AP \$000	Prospective Statement of CASH FLOWS	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
-	Purchase of intangibles	-	-	-	-	-	-	-	-	-	-
-	Purchase of forestry	-	-	-	-	-	-	-	-	-	-
-	Investment in loans and receivables	-	-	-	-	-	-	-	-	-	-
<b>(24,690)</b>	<b>Net cash flow from investing activities</b>	<b>(27,474)</b>	<b>(34,100)</b>	<b>(35,784)</b>	<b>(37,003)</b>	<b>(45,787)</b>	<b>(30,971)</b>	<b>(28,800)</b>	<b>(20,608)</b>	<b>(13,879)</b>	<b>(17,887)</b>
	<b>CASHFLOWS FROM FINANCING ACTIVITIES</b>										
12,000	Proceeds of borrowing	24,375	17,550	21,450	19,500	21,450	9,750	10,238	2,925	-	-
-	Repayment of borrowing	(40)	(654)	(6,543)	(4,903)	(5,831)	(9,430)	(6,825)	(7,004)	(9,914)	(6,799)
<b>12,000</b>	<b>Net cashflow from financing activities</b>	<b>24,335</b>	<b>16,896</b>	<b>14,907</b>	<b>14,597</b>	<b>15,619</b>	<b>320</b>	<b>3,413</b>	<b>(4,079)</b>	<b>(9,914)</b>	<b>(6,799)</b>
<b>1,545</b>	<b>Net increase/(decrease) in cash held</b>	<b>11,234</b>	<b>(89)</b>	<b>(2,603)</b>	<b>231</b>	<b>(2,801)</b>	<b>(4,868)</b>	<b>(905)</b>	<b>956</b>	<b>2,478</b>	<b>2,808</b>
<b>8,295</b>	<b>Cash at the beginning of the year</b>	<b>8,662</b>	<b>19,896</b>	<b>19,807</b>	<b>17,205</b>	<b>17,436</b>	<b>14,635</b>	<b>9,767</b>	<b>8,861</b>	<b>9,818</b>	<b>12,296</b>
<b>9,840</b>	<b>Closing cash held 30 June</b>	<b>19,896</b>	<b>19,807</b>	<b>17,205</b>	<b>17,436</b>	<b>14,635</b>	<b>9,767</b>	<b>8,861</b>	<b>9,818</b>	<b>12,296</b>	<b>15,104</b>

*This table has rounding (+/- 1)*

<b>CAPITAL EXPENDITURE</b>	<b>LTP Year 1 2021/22</b>	<b>LTP Year 2 2022/23</b>	<b>LTP Year 3 2023/24</b>	<b>LTP Years 4 - 10</b>
<b>Water</b>				
Water Supply Improvements Lake Dunstan Water Supply	4,300,000	-	-	15,422,500
Water Supply Improvements Cromwell	1,220,000	4,745,000	4,745,000	12,159,954
Water Supply Renewals Piped Network Renewals	820,721	820,721	820,721	7,619,690
Water Supply Renewals Mechanical and Process Plant	496,974	496,974	496,974	3,581,543
Water Supply Renewals Piped Network Fixtures	342,033	513,865	731,824	4,069,993
Water Supply Improvements Alexandra	280,000	530,000	530,000	1,940,079
Water Supply Improvements Districtwide	150,000	400,000	-	2,156,175
Water Supply Improvements Clyde	-	500,000	-	-
Water Supply Improvements Roxburgh	-	-	300,000	-
Water Supply Improvements Omakau	-	-	-	360,780
Water Supply Improvements Patearoa	-	-	150,000	-
Water Supply Improvements Naseby	-	-	150,000	-
Vehicle Replacement	-	32,175	46,475	153,668
<b>Total Water</b>	<b>7,609,728</b>	<b>8,038,735</b>	<b>7,970,994</b>	<b>47,464,380</b>
<b>Wastewater</b>				
Wastewater Improvements Clyde	3,700,000	-	-	3,711,230
Wastewater Renewals Piped Network Renewals	787,027	820,624	838,484	7,206,700
Wastewater Improvements Alexandra	510,000	510,000	1,570,000	19,915,877
Wastewater Improvements Districtwide	300,000	1,140,000	960,000	3,702,416
Wastewater Improvements Omakau	300,000	-	-	-
Wastewater Improvements Cromwell	270,000	20,000	20,000	6,742,974

<b>CAPITAL EXPENDITURE</b>	<b>LTP Year 1 2021/22</b>	<b>LTP Year 2 2022/23</b>	<b>LTP Year 3 2023/24</b>	<b>LTP Years 4 - 10</b>
Wastewater Renewals Mechanical and Process Plant	150,674	191,696	243,090	4,776,776
Wastewater Renewals Piped Network Fixtures	135,785	135,785	135,785	978,562
Wastewater Improvements Lake Roxburgh Village	100,000	800,000	-	-
Wastewater Improvements Roxburgh	-	-	100,000	102,560
Wastewater Improvements Ranfurly	-	-	-	205,120
Wastewater Improvements Naseby	-	-	-	-
<b>Total Wastewater</b>	<b>6,253,486</b>	<b>3,618,105</b>	<b>3,867,359</b>	<b>47,342,215</b>
<b>Stormwater Renewals Piped Network Renewals</b>				
Stormwater Renewals Piped Network Renewals	380,000	380,000	380,000	2,738,546
<b>Total Stormwater Renewals Piped Network Renewals</b>	<b>380,000</b>	<b>380,000</b>	<b>380,000</b>	<b>2,738,546</b>
<b>Roading</b>				
Minor improvements	2,365,000	2,137,000	1,950,000	22,264,531
Gravel Road Renewals	1,836,776	1,830,000	1,830,000	13,071,614
Sealed Road Renewals	1,566,300	1,320,000	1,320,000	10,527,772
Structures Renewal	510,000	510,000	510,000	4,048,227
Drainage Renewals Rooding	442,000	440,000	440,000	3,508,463
Traffic Services Renewals	200,000	120,000	120,000	1,587,540
Footpath Renewals	450,000	300,000	300,000	3,571,965
Carpark Renewals	50,000	50,000	250,000	859,585
Rooding vehicles	-	-	-	165,929
<b>Total Rooding</b>	<b>7,420,076</b>	<b>6,707,000</b>	<b>6,720,000</b>	<b>59,780,925</b>
<b>Environmental Services</b>				
Waste Disposal	382,000	400,000	-	2,554,423
Litter Bins	8,200	8,200	8,200	63,476
<b>Total Environmental Services</b>	<b>390,200</b>	<b>408,200</b>	<b>8,200</b>	<b>2,617,899</b>
<b>Planning and Regulatory</b>				

<b>CAPITAL EXPENDITURE</b>	<b>LTP Year 1 2021/22</b>	<b>LTP Year 2 2022/23</b>	<b>LTP Year 3 2023/24</b>	<b>LTP Years 4 - 10</b>
Vehicle Replacement	40,975	133,925	163,900	910,852
<b>Dog Pound</b>	248,250	58,250	58,250	
<b>Total Planning and Regulatory</b>	<b>289,225</b>	<b>192,175</b>	<b>222,150</b>	<b>910,852</b>
<b>Property and Community Facilities</b>				
Cromwell Master Plan	3,095,330	12,659,525	14,741,145	26,115,761
William Fraser Building	807,500	3,500	183,500	47,340
William Fraser Building - Irrigation	22,000	-	-	9,980
Council Offices	80,050	30,000	30,000	528,940
Community Building - Maniototo	264,241	13,000	-	-
Community Building - Cromwell	15,000	5,000	2,500	10,629
Community Building - Roxburgh	5,000	-	30,000	123,055
Alexandra Aerodrome	3,900	1,424,000	-	211,900
Elderly Persons Housing	259,800	145,300	199,300	1,530,304
EPH 16 John Street Ranfurly	31,500	7,000	-	-
EPH Scotland Street Roxburgh	8,950	-	-	33,867
EPH Molyneux Avenue Cromwell	3,500	-	-	-
EPH Ortive Street Cromwell	1,500	1,200	-	-
EPH Shannon & Ventry Streets Alexandra	-	-	-	24,801
EPH Fraser Street Clyde	-	-	-	10,300
Alexandra Public Toilets	360,000	-	11,000	4,078
Cromwell Public Toilets	36,500	5,000	5,000	10,140
Maniototo Public Toilets	14,944	1,200	350,000	-
Roxburgh Public Toilets	-	4,000	1,500	19,577
Tarras Community Centre	140,000	-	5,000	-
Property General Cromwell	5,000	5,000	5,000	38,705
Cromwell Town Centre	8,000	-	-	36,036
Cromwell Memorial Hall	3,000	-	-	-
Cromwell Sports Pavilions	-	-	-	10,679
Clyde Museum	-	71,500	400,000	4,130,300
Molyneux Stadium	-	-	1,380,000	-

<b>CAPITAL EXPENDITURE</b>	<b>LTP Year 1 2021/22</b>	<b>LTP Year 2 2022/23</b>	<b>LTP Year 3 2023/24</b>	<b>LTP Years 4 - 10</b>
Alexandra Community Centre	258,500	-	-	216,814
Tarbert Street Building	220,000	-	-	-
Poolburn Hall	15,000	-	57,000	5,150
Property General Vincent	5,000	5,000	5,000	38,705
Clyde Hall	-	10,000	40,000	-
Ophir Hall	-	12,000	-	14,970
Becks Hall	-	-	-	14,970
Maniototo Park Stadium Ranfurly	39,945	97,000	-	-
Maniototo Arts Centre	17,600	4,750	8,500	5,788
Community Halls Maniototo	11,830	10,000	6,000	471,586
Property General Maniototo	10,000	15,000	5,000	38,705
Centennial Milkbar	6,500	-	-	-
Ranfurly Public Hall	6,300	-	-	89,637
Naseby Public Hall	4,165	12,500	3,200	259,560
Pioneer Store Naseby	-	-	21,000	-
Roxburgh Entertainment Centre	-	494,000	-	199,495
Community Halls Teviot	-	55,000	50,000	43,055
Vehicle Replacement	40,975	-	20,955	145,627
<b>Total Property and Community Facilities</b>	<b>5,801,530</b>	<b>15,090,475</b>	<b>17,560,600</b>	<b>34,440,453</b>
<b>Pools Parks and Cemeteries</b>				
Cromwell Master Plan	-	-	-	8,720,034
Roxburgh Pool	500,000	-	-	-
Molyneux Park	208,400	48,800	15,450	120,171
Cromwell Reserves	166,450	210,800	114,500	1,891,193
Maniototo Reserves	143,200	154,000	48,000	161,365
Alexandra Town Centre	96,500	335,500	323,500	94,197
Molyneux Pool	91,720	145,613	127,878	545,567
Anderson Park	66,800	24,800	74,800	275,135
Clyde Recreation Reserve	54,500	47,900	11,500	83,054
Omakau Recreation Reserve	53,000	214,000	40,000	35,620
Other Reserves Alexandra	51,925	33,050	28,200	86,771
Alexandra Cemetery	50,000	50,000	26,000	136,052
Cromwell Pool	41,498	38,935	329,156	244,783
Pioneer Park	28,315	49,470	122,500	319,340

<b>CAPITAL EXPENDITURE</b>	<b>LTP Year 1 2021/22</b>	<b>LTP Year 2 2022/23</b>	<b>LTP Year 3 2023/24</b>	<b>LTP Years 4 - 10</b>
Ranfurly Pool	24,660	2,500	27,000	186,948
Clyde Fraser Domain	21,500	49,523	6,134	515,186
Roxburgh Reserves	16,550	30,500	30,000	74,655
Trails Maintenance	16,000	16,000	16,000	77,410
Cromwell Cemetery	15,000	-	-	41,190
Naseby Swimming Dam	7,000	7,000	7,000	-
Oturehua Domain	6,000	2,000	-	-
Omakau Cemetery	5,000	-	-	16,223
Ranfurly Cemetery	5,000	-	-	-
Parks and Recreation Clyde	5,000	5,000	5,000	35,000
Naseby Cemetery	4,000	-	-	59,200
Millers Flat Recreation Reserve	3,000	1,500	1,500	1,497
Teviot Valley Walkways	1,500	1,500	1,500	11,612
Clutha Management	-	-	5,000	5,000
Clyde Cemetery	-	-	-	37,488
Parks and Recreation Omakau	-	-	1,000,000	7,500
Taieri Lake Recreation Reserves	-	5,000	-	8,031
<b>Total Pools Parks and Cemeteries</b>	<b>1,682,518</b>	<b>1,473,391</b>	<b>2,360,618</b>	<b>13,790,221</b>
<b>Service Centres and Libraries</b>				
Cromwell Master Plan - Library	319,000	1,100,000	-	9,703,980
Libraries - District	159,035	159,035	159,035	1,231,090
Library Cromwell	2,652	3,350	2,652	11,223
Library Alexandra	1,800	1,800	1,800	7,618
Library Maniototo	200	200	200	846
Library Roxburgh	-	1,000	-	-
<b>Total Service Centre and Libraries</b>	<b>482,687</b>	<b>1,265,385</b>	<b>163,687</b>	<b>10,954,757</b>
<b>Governance and Corporate Services</b>				
Administration	50,000	50,000	50,000	387,050
Cyber Security	5,000	5,000	26,000	97,231
Enhanced Customer Experience Digital Services	110,000	100,000	50,000	235,750
Enterprise Resource Planning Information Systems	156,020	10,000	-	97,810



<b>CAPITAL EXPENDITURE</b>	<b>LTP Year 1 2021/22</b>	<b>LTP Year 2 2022/23</b>	<b>LTP Year 3 2023/24</b>	<b>LTP Years 4 - 10</b>
Geographic Information Systems	2,500	40,000	95,000	294,648
Information and Records Management	10,000	10,000	1,100	79,886
Internet and Network	17,000	3,000	-	241,798
IS Service Management	2,500	2,500	-	19,353
<b>Server, Storage and Back-up</b>	5,000	5,000	-	1,107,930
<b>Enhanced User Experience</b>	44,000	84,000	29,000	277,879
<b>Vehicle Replacement</b>	122,265	230,864	94,419	1,034,339
<b>Total Governance and Corporate Services</b>	<b>524,285</b>	<b>540,364</b>	<b>345,519</b>	<b>3,873,674</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>30,833,735</b>	<b>37,797,980</b>	<b>39,599,127</b>	<b>224,255,149</b>

<b>Prospective Statement of RESERVE MOVEMENTS</b>	<b>Opening Balance 2021/22 \$000</b>	<b>Transfers In 2021/22- 2030/31 \$000</b>	<b>Transfers Out 2021/22- 2030/31 \$000</b>	<b>Closing Balance 2030/31 \$000</b>
<b>GENERAL RESERVES</b>				
General Reserves	(4,099)	23,919	(1,382)	18,438
Uniform Annual General Charge Reserves	189	67	(21)	235
<b>Total General Reserves</b>	<b>(3,910)</b>	<b>23,986</b>	<b>(1,403)</b>	<b>18,673</b>
<b>TARGETED RESERVES</b>				
Planning and Environment Rate	660	258	(377)	541
Economic Development Rate	-	-	-	-
Tracks and Waterways Charge	368	164	-	532
Tourism Rate	20	224	-	244
Waste Management and Collection Charge	(2,319)	43	(2,237)	(4,513)
District Library Charge	(125)	5	(12,115)	(12,236)
Molyneux Park Charge	(194)	-	(264)	(458)
District Works and Public Toilets Rate	3,797	1,784	-	5,582
District Water Supply	(9,231)	2	(22,413)	(31,641)
District Wastewater	(9,714)	5	(16,979)	(26,688)
<b>Total Targeted Reserves</b>	<b>(16,738)</b>	<b>2,485</b>	<b>(54,385)</b>	<b>(68,638)</b>
Specific and Other Reserves	4,511	1,479	(1,150)	4,839
<b>Total Specific and Other Reserves</b>	<b>4,511</b>	<b>1,479</b>	<b>(1,150)</b>	<b>4,839</b>
<b>WARD TARGETED RESERVES</b>				
<b>Vincent Community Board Reserves</b>				
Vincent Promotion Rate	-	-	-	-
Vincent Recreation and Culture Charge	(2,032)	152	(2,082)	(3,962)
Vincent Ward Services Rate	1,758	10,889	-	12,648
Vincent Ward Services Charge	(10)	-	(35)	(45)
Vincent Ward Specific Reserves	-	-	-	-
Vincent Ward Development Fund	-	-	-	-
Alexandra Town Centre Upgrade	(79)	7	-	(72)
<b>Total Vincent Community Board Reserves</b>	<b>(362)</b>	<b>11,048</b>	<b>(2,117)</b>	<b>8,569</b>
<b>Cromwell Community Board Reserves</b>				
Cromwell Promotion Rate	-	-	-	-
Cromwell Recreation and Culture Charge	(2,402)	15	(9,492)	(11,879)
Cromwell Ward Services Rate	21,354	5,241	(23,016)	3,580
Cromwell Ward Services Charge	2	1	(4)	(0)
Cromwell Ward Specific Reserves	-	-	-	-
Cromwell Ward Development Fund	-	-	-	-
<b>Total Cromwell Community Board Reserves</b>	<b>18,954</b>	<b>5,258</b>	<b>(32,511)</b>	<b>(8,300)</b>
<b>Maniototo Community Board Reserves</b>				
Maniototo Promotion Rate	-	-	-	-
Maniototo Recreation and Culture Charge	877	1,648	-	2,525
Maniototo Ward Services Rate	(519)	1,326	-	807
Maniototo Ward Services Charge	(4)	0	(64)	(68)

<b>Prospective Statement of RESERVE MOVEMENTS</b>	<b>Opening Balance 2021/22 \$000</b>	<b>Transfers In 2021/22- 2030/31 \$000</b>	<b>Transfers Out 2021/22- 2030/31 \$000</b>	<b>Closing Balance 2030/31 \$000</b>
Maniototo Ward Specific Reserves	-	-	-	-
Maniototo Ward Development Fund	-	-	-	-
<b>Total Maniototo Community Board Reserves</b>	<b>354</b>	<b>2,974</b>	<b>(64)</b>	<b>3,264</b>
<b>Teviot Valley Community Board Reserves</b>				
Teviot Valley Promotion	12	4	-	16
Teviot Valley Recreation and Culture	245	27	(1,064)	(792)
Teviot Ward Services Rate	864	610	-	1,473
Teviot Ward Services Charge	-	-	-	-
Teviot Ward Specific Reserves	-	-	-	-
Teviot Ward Development Fund	-	-	-	-
<b>Total Teviot Valley Community Board Reserves</b>	<b>1,121</b>	<b>641</b>	<b>(1,064)</b>	<b>698</b>
<b>TOTAL RESERVES</b>	<b>3,931</b>	<b>47,869</b>	<b>(92,695)</b>	<b>(40,895)</b>

2020/21 AP \$000	Prospective Funding Impact Statement WATER	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>OPERATING</b>										
-	General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
5,519	Targeted rates	4,851	5,329	5,955	7,023	7,390	7,646	7,987	8,379	8,498	8,617
18	Subsidies and grants for operating purposes	499	514	529	-	-	-	-	-	-	-
4	Fees and charges	30	30	30	30	31	32	33	33	34	35
	Interest and dividend from investments	-	-	-	-	-	-	-	-	-	-
168	Internal charges and overheads recovered	1,507	1,542	1,609	2,309	2,448	2,591	2,696	2,796	2,889	2,985
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
<b>5,709</b>	<b>Total operating funding</b>	<b>6,886</b>	<b>7,414</b>	<b>8,123</b>	<b>9,363</b>	<b>9,869</b>	<b>10,270</b>	<b>10,716</b>	<b>11,209</b>	<b>11,421</b>	<b>11,637</b>
	<b>Applications of operating funding</b>										
2,665	Payments to staff and suppliers	3,251	3,275	3,327	3,418	3,483	3,547	3,613	3,690	3,762	3,817
-	Finance costs	-	325	443	750	911	986	1,078	1,155	1,118	1,081
980	Internal charges and overheads applied	2,006	1,955	2,032	2,582	2,763	2,927	3,097	3,327	3,412	3,518
38	Other operating funding applications	3	5	7	11	15	19	24	30	37	44
<b>3,683</b>	<b>Total applications of operating funding</b>	<b>5,260</b>	<b>5,560</b>	<b>5,809</b>	<b>6,762</b>	<b>7,172</b>	<b>7,480</b>	<b>7,812</b>	<b>8,203</b>	<b>8,329</b>	<b>8,460</b>
<b>2,026</b>	<b>Surplus (deficit) of operating funding</b>	<b>1,626</b>	<b>1,854</b>	<b>2,313</b>	<b>2,601</b>	<b>2,697</b>	<b>2,790</b>	<b>2,903</b>	<b>3,006</b>	<b>3,092</b>	<b>3,178</b>

2020/21 AP \$000	Prospective Funding Impact Statement WATER	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>CAPITAL</b>										
	Sources of capital funding										
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
809	Development and financial contributions	1,030	1,070	832	819	848	876	905	805	728	453
-	Increase (decrease) in debt	7,192	5,000	4,381	5,220	5,055	2,449	3,804	(1,219)	(1,242)	(1,266)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>809</b>	<b>Total sources of capital funding</b>	<b>8,222</b>	<b>6,070</b>	<b>5,214</b>	<b>6,039</b>	<b>5,903</b>	<b>3,325</b>	<b>4,710</b>	<b>(414)</b>	<b>(514)</b>	<b>(812)</b>
	Applications of capital funding										
	Capital expenditure										
1,361	- to meet additional demand	1,520	1,424	1,406	1,491	1,934	1,797	4,960	387	388	419
6,347	- to improve the level of service	4,331	4,251	4,244	2,391	4,772	4,556	3,804	-	-	328
735	- to replace existing assets	1,760	2,364	2,321	5,649	2,198	2,217	3,558	2,208	2,233	2,176
(5,608)	Increase(decrease) in reserves	2,238	(114)	(444)	(892)	(303)	(2,455)	(4,708)	(3)	(43)	(558)
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
<b>2,834</b>	<b>Total applications of capital funding</b>	<b>9,847</b>	<b>7,924</b>	<b>7,527</b>	<b>8,640</b>	<b>8,600</b>	<b>6,115</b>	<b>7,613</b>	<b>2,592</b>	<b>2,578</b>	<b>2,365</b>
<b>(2,025)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(1,626)</b>	<b>(1,854)</b>	<b>(2,313)</b>	<b>(2,601)</b>	<b>(2,697)</b>	<b>(2,790)</b>	<b>(2,903)</b>	<b>(3,006)</b>	<b>(3,092)</b>	<b>(3,178)</b>
-	Funding balance	-	-	-	-	-	-	-	-	-	-
<b>1,674</b>	<b>Depreciation (not included in above FIS)</b>	<b>1,644</b>	<b>1,734</b>	<b>1,794</b>	<b>1,886</b>	<b>1,972</b>	<b>2,031</b>	<b>2,110</b>	<b>2,178</b>	<b>2,226</b>	<b>2,277</b>
1,630	*Volumetric Charges for water (included in Targeted Rates)	1,630	1,656	1,683	1,716	1,760	1,800	1,844	1,890	1,937	1,987

2020/21 AP \$000	Prospective Funding Impact Statement WASTEWATER	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>OPERATING</b>										
-	General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
4,749	Targeted rates	3,780	4,297	4,769	5,647	6,261	6,184	6,373	6,596	6,890	7,301
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
46	Fees and charges	61	61	61	62	63	65	66	68	70	71
46	Internal charges and overheads recovered	46	51	68	117	134	152	171	191	208	226
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
-	Land Sales	750	-	-	-	-	-	-	-	-	-
<b>4,840</b>	<b>Total operating funding</b>	<b>4,637</b>	<b>4,408</b>	<b>4,897</b>	<b>5,826</b>	<b>6,458</b>	<b>6,400</b>	<b>6,609</b>	<b>6,854</b>	<b>7,168</b>	<b>7,599</b>
	<b>Applications of operating funding</b>										
1,571	Payments to staff and suppliers	1,393	1,443	1,443	1,518	1,629	1,647	1,566	1,541	1,559	1,577
-	Cost of Sales	100	-	-	-	-	-	-	-	-	-
-	Finance costs	-	308	355	545	653	727	823	832	808	784
918	Internal charges and overheads applied	994	939	970	1,361	1,431	1,528	1,654	1,782	1,965	2,023
289	Other operating funding applications	263	265	277	296	622	340	375	401	428	752
<b>2,778</b>	<b>Total applications of operating funding</b>	<b>2,751</b>	<b>2,956</b>	<b>3,045</b>	<b>3,719</b>	<b>4,334</b>	<b>4,242</b>	<b>4,417</b>	<b>4,556</b>	<b>4,760</b>	<b>5,135</b>
<b>2,062</b>	<b>Surplus (deficit) of operating funding</b>	<b>1,886</b>	<b>1,452</b>	<b>1,851</b>	<b>2,107</b>	<b>2,124</b>	<b>2,158</b>	<b>2,192</b>	<b>2,299</b>	<b>2,408</b>	<b>2,464</b>



2020/21 AP \$000	Prospective Funding Impact Statement WASTEWATER	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>CAPITAL</b>										
	<b>Sources of capital funding</b>										
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
1,037	Development and financial contributions	678	709	455	449	467	484	502	389	403	417
-	Increase (decrease) in debt	5,808	2,000	1,570	3,437	4,339	2,777	1,213	(802)	(818)	(833)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	717	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>1,037</b>	<b>Total sources of capital funding</b>	<b>6,486</b>	<b>3,426</b>	<b>2,026</b>	<b>3,887</b>	<b>4,806</b>	<b>3,261</b>	<b>1,715</b>	<b>(413)</b>	<b>(415)</b>	<b>(416)</b>
	<b>Applications of capital funding</b>										
	<b>Capital expenditure</b>										
30	- to meet additional demand	811	279	374	736	1,153	1,154	874	964	-	543
3,045	- to improve the level of service	4,097	2,161	1,918	1,961	5,630	5,636	4,266	4,709	-	2,652
1,105	- to replace existing assets	1,346	1,178	1,575	3,522	2,251	2,254	2,252	2,260	2,265	2,258
(1,081)	Increase(decrease) in reserves	2,118	1,260	10	(226)	(2,104)	(3,625)	(3,485)	(6,047)	(272)	(3,406)
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
<b>3,099</b>	<b>Total applications of capital funding</b>	<b>8,372</b>	<b>4,879</b>	<b>3,877</b>	<b>5,993</b>	<b>6,930</b>	<b>5,419</b>	<b>3,907</b>	<b>1,886</b>	<b>1,993</b>	<b>2,048</b>
<b>(2,062)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(1,886)</b>	<b>(1,452)</b>	<b>(1,851)</b>	<b>(2,107)</b>	<b>(2,124)</b>	<b>(2,158)</b>	<b>(2,192)</b>	<b>(2,299)</b>	<b>(2,408)</b>	<b>(2,464)</b>
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-	-
<b>1,830</b>	<b>Depreciation (not included in above FIS)</b>	<b>1,203</b>	<b>1,258</b>	<b>1,307</b>	<b>1,342</b>	<b>1,355</b>	<b>1,368</b>	<b>1,382</b>	<b>1,466</b>	<b>1,549</b>	<b>1,583</b>

2020/21 AP \$000	Prospective Funding Impact Statement STORMWATER	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>OPERATING</b>										
-	General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
691	Targeted rates	544	531	571	598	601	609	615	618	623	629
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
-	Fees and charges	-	-	-	-	-	-	-	-	-	-
-	Interest and dividend from investments	1	1	1	2	2	2	2	2	2	2
80	Internal charges and overheads recovered	55	56	60	92	94	97	100	103	106	109
-	Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-
<b>771</b>	<b>Total operating funding</b>	<b>600</b>	<b>588</b>	<b>632</b>	<b>691</b>	<b>698</b>	<b>709</b>	<b>717</b>	<b>723</b>	<b>731</b>	<b>741</b>
	Applications of operating funding										
122	Payments to staff and suppliers	77	77	77	79	79	79	79	79	80	80
-	Finance costs	-	-	-	-	-	-	-	-	-	-
33	Internal charges and overheads applied	75	76	79	111	117	123	126	130	133	136
12	Other operating funding applications	13	13	14	15	17	19	21	23	25	28
<b>167</b>	<b>Total applications of operating funding</b>	<b>165</b>	<b>167</b>	<b>170</b>	<b>206</b>	<b>213</b>	<b>221</b>	<b>226</b>	<b>232</b>	<b>238</b>	<b>244</b>
<b>604</b>	<b>Surplus (deficit) of operating funding</b>	<b>436</b>	<b>422</b>	<b>463</b>	<b>485</b>	<b>485</b>	<b>488</b>	<b>491</b>	<b>491</b>	<b>493</b>	<b>497</b>

2020/21 AP \$000	Prospective Funding Impact Statement STORMWATER	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<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	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
-	<b>Total sources of capital funding</b>	-	-	-	-	-	-	-	-	-	-
	<b>Applications of capital funding</b>										
	<b>Capital expenditure</b>										
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	- to improve the level of service	-	-	-	-	-	-	-	-	-	-
120	- to replace existing assets	380	380	380	390	391	391	391	392	393	393
484	Increase(decrease) in reserves	56	42	83	96	94	97	100	99	101	106
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
<b>604</b>	<b>Total applications of capital funding</b>	<b>436</b>	<b>422</b>	<b>463</b>	<b>485</b>	<b>485</b>	<b>488</b>	<b>491</b>	<b>491</b>	<b>493</b>	<b>497</b>
<b>(604)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(436)</b>	<b>(422)</b>	<b>(463)</b>	<b>(485)</b>	<b>(485)</b>	<b>(488)</b>	<b>(491)</b>	<b>(491)</b>	<b>(493)</b>	<b>(497)</b>
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-	-
<b>526</b>	<b>Depreciation (not included in above FIS)</b>	<b>380</b>	<b>380</b>	<b>380</b>	<b>380</b>	<b>380</b>	<b>380</b>	<b>380</b>	<b>377</b>	<b>375</b>	<b>375</b>

2020/21 AP \$000	Prospective Funding Impact Statement ROADING	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>OPERATING</b>										
4,426	General rates, uniform annual general charges, rates penalties	4,465	4,780	5,246	5,888	6,430	6,968	7,453	7,851	8,277	8,724
470	Targeted rates	226	554	571	265	266	268	270	272	274	276
2,168	Subsidies and grants for operating purposes	2,670	2,233	2,233	2,750	2,829	2,911	2,995	3,082	3,172	3,266
21	Fees and charges	22	22	22	22	23	23	24	24	25	25
584	Internal charges and overheads recovered	1,443	1,488	1,553	1,680	1,769	1,853	1,922	1,991	2,062	2,124
284	Local authorities fuel tax, fines, infringement fees, and other receipts	241	241	241	245	252	257	264	270	277	284
<b>7,953</b>	<b>Total operating funding</b>	<b>9,066</b>	<b>9,318</b>	<b>9,866</b>	<b>10,850</b>	<b>11,569</b>	<b>12,280</b>	<b>12,928</b>	<b>13,490</b>	<b>14,086</b>	<b>14,700</b>
	<b>Applications of operating funding</b>										
3,991	Payments to staff and suppliers	4,697	4,512	4,543	4,852	4,984	5,111	5,246	5,386	5,530	5,677
-	Finance costs	-	-	-	-	-	-	-	-	-	-
2,191	Internal charges and overheads applied	2,182	2,276	2,407	2,696	2,899	3,098	3,252	3,329	3,422	3,497
5	Other operating funding applications	6	6	6	7	8	8	9	10	11	13
<b>6,187</b>	<b>Total applications of operating funding</b>	<b>6,884</b>	<b>6,794</b>	<b>6,956</b>	<b>7,555</b>	<b>7,891</b>	<b>8,217</b>	<b>8,508</b>	<b>8,726</b>	<b>8,964</b>	<b>9,187</b>
<b>1,766</b>	<b>Surplus (deficit) of operating funding</b>	<b>2,182</b>	<b>2,524</b>	<b>2,909</b>	<b>3,295</b>	<b>3,677</b>	<b>4,063</b>	<b>4,420</b>	<b>4,764</b>	<b>5,122</b>	<b>5,513</b>
	<b>CAPITAL</b>										
	<b>Sources of capital funding</b>										
2,877	Subsidies and grants for capital expenditure	3,529	3,242	3,147	5,002	4,909	4,682	2,807	3,094	3,310	4,426

2020/21 AP \$000	Prospective Funding Impact Statement ROADING	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
500	Development and financial contributions	397	413	429	310	343	356	369	383	337	370
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>3,377</b>	<b>Total sources of capital funding</b>	<b>3,926</b>	<b>3,655</b>	<b>3,576</b>	<b>5,311</b>	<b>5,252</b>	<b>5,037</b>	<b>3,176</b>	<b>3,477</b>	<b>3,647</b>	<b>4,796</b>
	<b>Applications of capital funding</b>										
	Capital expenditure										
583	- to meet additional demand	443	349	313	917	856	743	15	44	109	192
1,672	- to improve the level of service	1,327	1,527	756	3,735	3,467	3,286	188	306	601	912
3,986	- to replace existing assets	5,650	4,666	5,401	5,466	5,648	5,641	5,639	6,091	6,330	7,952
(1,099)	Increase(decrease) in reserves	(1,312)	(362)	15	(1,512)	(1,041)	(570)	1,754	1,800	1,729	1,253
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
<b>5,142</b>	<b>Total applications of capital funding</b>	<b>6,108</b>	<b>6,179</b>	<b>6,485</b>	<b>8,606</b>	<b>8,930</b>	<b>9,100</b>	<b>7,596</b>	<b>8,241</b>	<b>8,769</b>	<b>10,309</b>
<b>(1,766)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(2,182)</b>	<b>(2,524)</b>	<b>(2,909)</b>	<b>(3,295)</b>	<b>(3,677)</b>	<b>(4,063)</b>	<b>(4,420)</b>	<b>(4,764)</b>	<b>(5,122)</b>	<b>(5,513)</b>
-	Funding balance	-	-	-	-	-	-	-	-	-	-
<b>3,262</b>	<b>Depreciation (not included in above FIS)</b>	<b>3,681</b>	<b>3,998</b>	<b>4,297</b>	<b>4,619</b>	<b>4,979</b>	<b>5,325</b>	<b>5,658</b>	<b>5,970</b>	<b>6,296</b>	<b>6,661</b>

2020/21 AP \$000	Prospective Funding Impact Statement ENVIRONMENTAL SERVICES	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>OPERATING</b>										
-	General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
3,701	Targeted rates	4,126	4,426	4,593	5,100	5,417	5,697	5,918	6,168	6,280	6,387
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
150	Fees and charges	290	390	540	627	643	658	674	691	708	726
3	Internal charges and overheads recovered	-	(1)	(1)	(1)	-	-	1	1	2	2
1,275	Local authorities fuel tax, fines, infringement fees, and other receipts	1,214	1,230	1,334	1,459	1,671	1,726	1,853	1,990	2,118	2,278
<b>5,129</b>	<b>Total operating funding</b>	<b>5,630</b>	<b>6,045</b>	<b>6,467</b>	<b>7,186</b>	<b>7,732</b>	<b>8,082</b>	<b>8,446</b>	<b>8,850</b>	<b>9,107</b>	<b>9,393</b>
	Applications of operating funding										
4,489	Payments to staff and suppliers	5,147	5,484	5,810	6,434	6,850	7,098	7,442	7,831	8,068	8,328
-	Finance costs	-	-	-	-	-	-	-	-	-	-
649	Internal charges and overheads applied	509	521	548	611	674	743	761	777	799	823
9	Other operating funding applications	14	15	15	17	18	20	21	23	25	28
<b>5,147</b>	<b>Total applications of operating funding</b>	<b>5,670</b>	<b>6,020</b>	<b>6,374</b>	<b>7,062</b>	<b>7,542</b>	<b>7,861</b>	<b>8,225</b>	<b>8,631</b>	<b>8,893</b>	<b>9,178</b>
<b>(18)</b>	<b>Surplus (deficit) of operating funding</b>	<b>(40)</b>	<b>25</b>	<b>93</b>	<b>125</b>	<b>190</b>	<b>221</b>	<b>221</b>	<b>218</b>	<b>215</b>	<b>216</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	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-



2020/21 AP \$000	Prospective Funding Impact Statement ENVIRONMENTAL SERVICES	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
-	<b>Total sources of capital funding</b>	-	-	-	-	-	-	-	-	-	-
	Applications of capital funding										
	Capital expenditure										
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
200	- to improve the level of service	-	40	-	244	-	-	-	-	-	-
8	- to replace existing assets	390	368	8	983	1,345	9	9	9	10	10
(225)	Increase(decrease) in reserves	(430)	(383)	85	(1,102)	(1,155)	212	212	209	205	206
	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
<b>(18)</b>	<b>Total applications of capital funding</b>	<b>(40)</b>	<b>25</b>	<b>93</b>	<b>125</b>	<b>190</b>	<b>221</b>	<b>221</b>	<b>218</b>	<b>215</b>	<b>216</b>
<b>18</b>	<b>Surplus (deficit) of capital funding</b>	<b>40</b>	<b>(25)</b>	<b>(93)</b>	<b>(125)</b>	<b>(190)</b>	<b>(221)</b>	<b>(221)</b>	<b>(218)</b>	<b>(215)</b>	<b>(216)</b>
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-	-
<b>130</b>	<b>Depreciation (not included in above FIS)</b>	<b>64</b>	<b>76</b>	<b>87</b>	<b>118</b>	<b>182</b>	<b>211</b>	<b>211</b>	<b>208</b>	<b>203</b>	<b>188</b>

2020/21 AP \$000	Prospective Funding Impact Statement PLANNING AND REGULATORY	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>OPERATING</b>										
-	General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
2,096	Targeted rates	2,343	2,617	3,075	2,726	2,785	2,794	2,837	2,816	2,835	2,820
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
2,360	Fees and charges	2,167	2,244	2,270	2,324	2,383	2,437	2,497	2,558	2,622	2,690
72	Internal charges and overheads recovered	15	12	12	16	18	19	17	19	20	18
581	Local authorities fuel tax, fines, infringement fees, and other receipts	776	776	786	801	821	840	860	882	904	927
<b>5,109</b>	<b>Total operating funding</b>	<b>5,300</b>	<b>5,648</b>	<b>6,143</b>	<b>5,866</b>	<b>6,007</b>	<b>6,090</b>	<b>6,211</b>	<b>6,275</b>	<b>6,380</b>	<b>6,456</b>
	<b>Applications of operating funding</b>										
4,050	Payments to staff and suppliers	4,377	4,636	4,875	4,527	4,605	4,637	4,704	4,738	4,818	4,846
-	Finance costs	-	-	-	-	-	-	-	-	-	-
951	Internal charges and overheads applied	1,200	1,235	1,277	1,351	1,412	1,476	1,514	1,543	1,578	1,622
2	Other operating funding applications	3	3	3	3	3	3	4	4	4	5
<b>5,003</b>	<b>Total applications of operating funding</b>	<b>5,579</b>	<b>5,874</b>	<b>6,155</b>	<b>5,881</b>	<b>6,020</b>	<b>6,116</b>	<b>6,221</b>	<b>6,286</b>	<b>6,400</b>	<b>6,473</b>
<b>105</b>	<b>Surplus (deficit) of operating funding</b>	<b>(279)</b>	<b>(226)</b>	<b>(12)</b>	<b>(15)</b>	<b>(13)</b>	<b>(26)</b>	<b>(11)</b>	<b>(11)</b>	<b>(20)</b>	<b>(17)</b>
	<b>CAPITAL</b>										
	<b>Sources of capital funding</b>										
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-

2020/21 AP \$000	Prospective Funding Impact Statement PLANNING AND REGULATORY	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
-	<b>Total sources of capital funding</b>	-	-	-	-	-	-	-	-	-	-
	Applications of capital funding										
	Capital expenditure										
-	- to meet additional demand	15	-	-	-	-	-	-	-	-	-
-	- to improve the level of service	87	-	-	-	-	-	-	-	-	-
115	- to replace existing assets	187	192	222	96	127	159	103	137	176	113
(10)	Increase(decrease) in reserves	(568)	(418)	(235)	(110)	(140)	(185)	(113)	(148)	(196)	(130)
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
105	<b>Total applications of capital funding</b>	<b>(279)</b>	<b>(226)</b>	<b>(12)</b>	<b>(15)</b>	<b>(13)</b>	<b>(26)</b>	<b>(11)</b>	<b>(11)</b>	<b>(20)</b>	<b>(17)</b>
(105)	<b>Surplus (deficit) of capital funding</b>	<b>279</b>	<b>226</b>	<b>12</b>	<b>15</b>	<b>13</b>	<b>26</b>	<b>11</b>	<b>11</b>	<b>20</b>	<b>17</b>
-	<b>Funding balance</b>	-	-	-	-	0	-	-	-	-	-
64	<b>Depreciation (not included in above FIS)</b>	<b>82</b>	<b>116</b>	<b>153</b>	<b>171</b>	<b>158</b>	<b>132</b>	<b>143</b>	<b>144</b>	<b>138</b>	<b>148</b>

2020/21 AP \$000	<b>Prospective Funding Impact Statement POOLS, PARKS AND CEMETERIES</b>	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>OPERATING</b>										
(2)	General rates, uniform annual general charges, rates penalties	(3)	(2)	(1)	(1)	-	-	-	-	-	-
5,223	Targeted rates	6,044	6,219	6,389	6,638	6,816	6,966	7,152	7,280	7,453	7,665
1	Subsidies and grants for operating purposes	2	2	2	2	2	2	2	2	2	2
928	Fees and charges	891	1,045	1,045	1,066	1,093	1,118	1,146	1,174	1,203	1,234
468	Internal charges and overheads recovered	562	568	580	612	631	657	677	694	717	742
197	Local authorities fuel tax, fines, infringement fees, and other receipts	197	176	176	180	184	188	193	198	203	209
<b>6,816</b>	<b>Total operating funding</b>	<b>7,693</b>	<b>8,008</b>	<b>8,191</b>	<b>8,496</b>	<b>8,726</b>	<b>8,933</b>	<b>9,169</b>	<b>9,347</b>	<b>9,578</b>	<b>9,853</b>
	<b>Applications of operating funding</b>										
4,194	Payments to staff and suppliers	4,370	4,381	4,458	4,648	4,722	4,785	4,907	4,980	5,079	5,193
1	Finance costs	1	1	1	1	32	50	49	48	46	45
1,623	Internal charges and overheads applied	1,445	1,484	1,525	1,658	1,713	1,758	1,831	1,857	1,919	2,015
94	Other operating funding applications	242	268	273	283	297	309	324	338	355	371
<b>5,912</b>	<b>Total applications of operating funding</b>	<b>6,058</b>	<b>6,134</b>	<b>6,257</b>	<b>6,590</b>	<b>6,763</b>	<b>6,902</b>	<b>7,110</b>	<b>7,223</b>	<b>7,399</b>	<b>7,624</b>
<b>904</b>	<b>Surplus (deficit) of operating funding</b>	<b>1,635</b>	<b>1,875</b>	<b>1,934</b>	<b>1,906</b>	<b>1,964</b>	<b>2,030</b>	<b>2,059</b>	<b>2,124</b>	<b>2,179</b>	<b>2,229</b>

2020/21 AP \$000	<b>Prospective Funding Impact Statement POOLS, PARKS AND CEMETERIES</b>	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>CAPITAL</b>										
	Sources of capital funding										
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	497	(157)	845	843	(158)	(159)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
-	<b>Total sources of capital funding</b>	-	-	-	-	<b>497</b>	<b>(157)</b>	<b>845</b>	<b>843</b>	<b>(158)</b>	<b>(159)</b>
	<b>Applications of capital funding</b>										
	Capital expenditure										
-	- to meet additional demand	18	8	5	5	12	6	6	6	6	-
396	- to improve the level of service	46	1	1	1	1	1	1	1	1	1
1,211	- to replace existing assets	1,619	1,464	2,354	1,217	1,280	2,435	1,916	2,186	2,204	2,500
(703)	Increase(decrease) in reserves	(49)	400	(428)	682	1,166	(570)	979	773	(192)	(434)
-	Increase (decrease) in investments	1	1	1	1	1	1	1	1	1	1
<b>904</b>	<b>Total applications of capital funding</b>	<b>1,635</b>	<b>1,875</b>	<b>1,934</b>	<b>1,906</b>	<b>2,460</b>	<b>1,873</b>	<b>2,903</b>	<b>2,967</b>	<b>2,021</b>	<b>2,069</b>
<b>(904)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(1,635)</b>	<b>(1,875)</b>	<b>(1,934)</b>	<b>(1,906)</b>	<b>(1,964)</b>	<b>(2,030)</b>	<b>(2,059)</b>	<b>(2,124)</b>	<b>(2,179)</b>	<b>(2,229)</b>
-	<b>Funding balance</b>	-	-	-	-	-	-	-	-	-	-
<b>1,061</b>	<b>Depreciation (not included in above FIS)</b>	<b>1,607</b>	<b>1,785</b>	<b>1,958</b>	<b>1,977</b>	<b>2,005</b>	<b>2,048</b>	<b>2,086</b>	<b>2,115</b>	<b>2,154</b>	<b>1,312</b>

2020/21 AP \$000	Prospective Funding Impact Statement PROPERTY AND COMMUNITY FACILITIES	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>OPERATING</b>										
(257)	General rates, uniform annual general charges, rates penalties	349	344	572	639	662	924	857	811	833	856
2,380	Targeted rates	1,991	2,164	2,992	3,166	3,616	3,509	3,618	3,750	3,892	4,245
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
1,430	Fees and charges	1,595	1,634	1,639	1,677	1,725	1,770	1,813	1,857	1,904	1,953
1,575	Internal charges and overheads recovered	1,366	1,385	1,441	1,584	1,592	1,620	1,611	1,635	1,664	1,704
134	Local authorities fuel tax, fines, infringement fees, and other receipts	65	65	65	66	68	70	71	73	75	77
-	Land Sales	16,536	14,930	10,589	10,800	11,076	11,330	11,605	11,891	12,187	12,505
<b>5,262</b>	<b>Total operating funding</b>	<b>21,902</b>	<b>20,522</b>	<b>17,297</b>	<b>17,933</b>	<b>18,738</b>	<b>19,222</b>	<b>19,575</b>	<b>20,018</b>	<b>20,555</b>	<b>21,341</b>
	<b>Applications of operating funding</b>										
2,857	Payments to staff and suppliers	2,835	2,754	3,082	2,967	3,270	3,231	3,230	3,299	3,374	3,633
-	Cost of Sales	13,826	11,232	6,774	6,910	7,086	7,248	7,425	7,607	7,797	8,000
-	Finance costs	-	-	394	411	458	484	509	494	479	463
1,502	Internal charges and overheads applied	1,513	1,549	1,653	1,791	1,872	2,006	2,005	2,056	2,126	2,223
265	Other operating funding applications	328	336	344	364	389	414	441	471	502	537
<b>4,624</b>	<b>Total applications of operating funding</b>	<b>18,502</b>	<b>15,870</b>	<b>12,247</b>	<b>12,442</b>	<b>13,074</b>	<b>13,383</b>	<b>13,610</b>	<b>13,927</b>	<b>14,278</b>	<b>14,857</b>
<b>638</b>	<b>Surplus (deficit) of operating funding</b>	<b>3,401</b>	<b>4,652</b>	<b>5,050</b>	<b>5,491</b>	<b>5,664</b>	<b>5,839</b>	<b>5,965</b>	<b>6,091</b>	<b>6,277</b>	<b>6,484</b>



2020/21 AP \$000	Prospective Funding Impact Statement PROPERTY AND COMMUNITY FACILITIES	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>CAPITAL</b>										
	Sources of capital funding										
1	Subsidies and grants for capital expenditure	55	40	3	-	2,868	-	-	84	-	-
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	11,000	8,041	(1,506)	(127)	1,440	400	386	(1,627)	(1,641)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>1</b>	<b>Total sources of capital funding</b>	<b>55</b>	<b>11,040</b>	<b>8,044</b>	<b>(1,506)</b>	<b>2,741</b>	<b>1,440</b>	<b>400</b>	<b>471</b>	<b>(1,627)</b>	<b>(1,641)</b>
	<b>Applications of capital funding</b>										
	Capital expenditure										
-	- to meet additional demand	-	-	132	-	1,360	-	-	-	-	-
1,155	- to improve the level of service	40	116	158	5	1,365	5	8	6	6	6
1,265	- to replace existing assets	5,762	14,974	17,271	6,450	9,740	4,015	4,151	4,229	2,606	489
(1,780)	Increase(decrease) in reserves	(2,391)	557	(4,511)	(2,515)	(4,104)	3,214	2,160	2,282	1,993	4,303
-	Increase (decrease) in investments	45	45	45	45	45	45	45	45	45	45
<b>639</b>	<b>Total applications of capital funding</b>	<b>3,456</b>	<b>15,692</b>	<b>13,094</b>	<b>3,985</b>	<b>8,405</b>	<b>7,279</b>	<b>6,365</b>	<b>6,562</b>	<b>4,650</b>	<b>4,843</b>
<b>(638)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(3,401)</b>	<b>(4,652)</b>	<b>(5,050)</b>	<b>(5,491)</b>	<b>(5,664)</b>	<b>(5,839)</b>	<b>(5,965)</b>	<b>(6,091)</b>	<b>(6,277)</b>	<b>(6,484)</b>
-	Funding balance	-	-	-	-	-	-	-	-	-	-
<b>922</b>	<b>Depreciation (not included in above FIS)</b>	<b>942</b>	<b>1,025</b>	<b>1,247</b>	<b>1,461</b>	<b>1,533</b>	<b>1,656</b>	<b>1,732</b>	<b>1,793</b>	<b>1,835</b>	<b>1,853</b>

2020/21 AP \$000	Prospective Funding Impact Statement SERVICE CENTRES AND LIBRARIES	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>OPERATING</b>										
-	General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-
1,243	Targeted rates	1,464	1,493	1,527	1,624	1,870	2,068	2,092	2,106	2,112	1,924
-	Subsidies and grants for operating purposes	147	-	-	-	-	-	-	-	-	-
18	Fees and charges	18	18	18	18	19	19	19	20	20	21
322	Internal charges and overheads recovered	(22)	(21)	(23)	(26)	(29)	(32)	(32)	(33)	(33)	(33)
9	Local authorities fuel tax, fines, infringement fees, and other receipts	9	9	9	10	10	10	10	11	11	11
<b>1,592</b>	<b>Total operating funding</b>	<b>1,616</b>	<b>1,498</b>	<b>1,531</b>	<b>1,625</b>	<b>1,869</b>	<b>2,065</b>	<b>2,090</b>	<b>2,104</b>	<b>2,111</b>	<b>1,923</b>
	<b>Applications of operating funding</b>										
986	Payments to staff and suppliers	1,073	941	931	946	969	976	993	1,016	1,030	825
-	Finance costs	-	-	-	-	-	-	-	-	-	-
557	Internal charges and overheads applied	458	472	509	548	711	877	891	901	913	929
1	Other operating funding applications	1	1	1	2	2	2	2	2	2	2
<b>1,544</b>	<b>Total applications of operating funding</b>	<b>1,532</b>	<b>1,414</b>	<b>1,441</b>	<b>1,496</b>	<b>1,682</b>	<b>1,855</b>	<b>1,886</b>	<b>1,919</b>	<b>1,945</b>	<b>1,757</b>
<b>48</b>	<b>Surplus (deficit) of operating funding</b>	<b>84</b>	<b>84</b>	<b>90</b>	<b>130</b>	<b>187</b>	<b>210</b>	<b>204</b>	<b>185</b>	<b>166</b>	<b>166</b>
	<b>CAPITAL</b>										
	<b>Sources of capital funding</b>										
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-

2020/21 AP \$000	Prospective Funding Impact Statement SERVICE CENTRES AND LIBRARIES	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
-	<b>Total sources of capital funding</b>	-	-	-	-	-	-	-	-	-	-
	<b>Applications of capital funding</b>										
	Capital expenditure										
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
495	- to improve the level of service	-	-	-	-	-	-	-	-	-	-
5	- to replace existing assets	483	1,265	164	4,942	5,100	175	179	179	183	192
(452)	Increase(decrease) in reserves	(398)	(1,181)	(73)	(4,813)	(4,913)	35	24	7	(22)	(26)
-	Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-
<b>48</b>	<b>Total applications of capital funding</b>	<b>84</b>	<b>84</b>	<b>90</b>	<b>130</b>	<b>187</b>	<b>210</b>	<b>204</b>	<b>185</b>	<b>166</b>	<b>166</b>
<b>(48)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(84)</b>	<b>(84)</b>	<b>(90)</b>	<b>(130)</b>	<b>(187)</b>	<b>(210)</b>	<b>(204)</b>	<b>(185)</b>	<b>(166)</b>	<b>(166)</b>
-	Funding balance	-	-	-	-	-	-	-	-	-	-
152	Depreciation (not included in above FIS)	84	82	88	126	183	206	199	181	163	141

2020/21 AP \$000	Prospective Funding Impact Statement COMMUNITY, ECONOMIC AND STRATEGIC DEVELOPMENT	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>OPERATING</b>										
757	General rates, uniform annual general charges, rates penalties	1,600	1,817	1,857	1,820	1,884	1,903	1,963	1,978	2,039	2,061
1,608	Targeted rates	1,608	2,038	2,056	2,104	2,149	2,198	2,292	2,282	2,322	2,332
130	Subsidies and grants for operating purposes	404	(24)	(20)	28	34	30	36	31	38	33
65	Fees and charges	72	64	64	65	67	68	26	72	74	76
21	Internal charges and overheads recovered	11	12	14	24	27	31	34	38	41	45
43	Local authorities fuel tax, fines, infringement fees, and other receipts	80	53	53	54	55	56	58	59	61	62
<b>2,624</b>	<b>Total operating funding</b>	<b>3,775</b>	<b>3,960</b>	<b>4,024</b>	<b>4,095</b>	<b>4,216</b>	<b>4,286</b>	<b>4,408</b>	<b>4,460</b>	<b>4,575</b>	<b>4,608</b>
	<b>Applications of operating funding</b>										
1,455	Payments to staff and suppliers	2,324	2,429	2,472	2,488	2,550	2,575	2,648	2,669	2,740	2,728
1	Finance costs	2	2	2	2	2	2	2	2	2	2
488	Internal charges and overheads applied	812	827	846	884	917	951	972	986	1,004	1,028
557	Other operating funding applications	574	638	644	652	675	686	709	721	746	760
<b>2,500</b>	<b>Total applications of operating funding</b>	<b>3,712</b>	<b>3,896</b>	<b>3,964</b>	<b>4,026</b>	<b>4,144</b>	<b>4,214</b>	<b>4,330</b>	<b>4,378</b>	<b>4,491</b>	<b>4,519</b>
<b>124</b>	<b>Surplus (deficit) of operating funding</b>	<b>63</b>	<b>64</b>	<b>61</b>	<b>69</b>	<b>73</b>	<b>73</b>	<b>78</b>	<b>82</b>	<b>83</b>	<b>89</b>
	<b>CAPITAL</b>										
	Sources of capital funding										
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-

2020/21 AP \$000	Prospective Funding Impact Statement COMMUNITY, ECONOMIC AND STRATEGIC DEVELOPMENT	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
-	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
-	<b>Total sources of capital funding</b>	-	-	-	-	-	-	-	-	-	-
	<b>Applications of capital funding</b>										
	Capital expenditure										
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	- to improve the level of service	-	-	-	-	-	-	-	-	-	-
-	- to replace existing assets	-	-	-	-	-	-	-	-	-	-
124	Increase(decrease) in reserves	60	61	58	66	70	70	75	79	81	87
-	Increase (decrease) in investments	3	3	3	3	3	3	3	3	3	3
<b>124</b>	<b>Total applications of capital funding</b>	<b>63</b>	<b>64</b>	<b>61</b>	<b>69</b>	<b>73</b>	<b>73</b>	<b>78</b>	<b>82</b>	<b>83</b>	<b>89</b>
<b>(124)</b>	<b>Surplus (deficit) of capital funding</b>	<b>(63)</b>	<b>(64)</b>	<b>(61)</b>	<b>(69)</b>	<b>(73)</b>	<b>(73)</b>	<b>(78)</b>	<b>(82)</b>	<b>(83)</b>	<b>(89)</b>
-	Funding balance	-	-	-	-	-	-	-	-	-	-
<b>34</b>	<b>Depreciation (not included in above FIS)</b>	<b>26</b>	<b>25</b>	<b>20</b>	<b>19</b>	<b>19</b>	<b>14</b>	<b>13</b>	<b>11</b>	<b>5</b>	<b>5</b>

2020/21 AP \$000	Prospective Funding Impact Statement GOVERNANCE AND CORPORATE SERVICES	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>OPERATING</b>										
(721)	General rates, uniform annual general charges, rates penalties	1,248	1,462	1,600	1,464	2,054	2,399	1,938	2,207	2,330	1,859
221	Targeted rates	266	282	289	319	330	354	356	392	393	411
-	Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-
36	Fees and charges	36	36	36	37	37	38	39	40	41	42
-	Interest and dividend from investments	388	400	413	425	438	450	463	475	488	500
6,250	Internal charges and overheads recovered	6,439	6,663	6,921	7,458	8,032	8,600	8,801	9,081	9,419	9,715
80	Local authorities fuel tax, fines, infringement fees, and other receipts	83	143	83	85	150	89	91	161	96	98
<b>5,867</b>	<b>Total operating funding</b>	<b>8,459</b>	<b>8,986</b>	<b>9,341</b>	<b>9,787</b>	<b>11,041</b>	<b>11,930</b>	<b>11,687</b>	<b>12,356</b>	<b>12,767</b>	<b>12,626</b>
	<b>Applications of operating funding</b>										
6,864	Payments to staff and suppliers	7,090	7,332	7,466	7,534	7,886	8,133	8,195	8,598	8,896	9,005
72	Finance costs	72	72	72	73	75	77	79	81	83	85
341	Internal charges and overheads applied	314	336	364	477	796	1,034	938	963	986	924
20	Other operating funding applications	23	3	3	3	4	4	4	4	4	4
<b>7,297</b>	<b>Total applications of operating funding</b>	<b>7,499</b>	<b>7,744</b>	<b>7,905</b>	<b>8,088</b>	<b>8,761</b>	<b>9,248</b>	<b>9,215</b>	<b>9,645</b>	<b>9,969</b>	<b>10,018</b>
<b>(1,430)</b>	<b>Surplus (deficit) of operating funding</b>	<b>960</b>	<b>1,242</b>	<b>1,435</b>	<b>1,699</b>	<b>2,280</b>	<b>2,682</b>	<b>2,471</b>	<b>2,710</b>	<b>2,800</b>	<b>2,613</b>



2020/21 AP \$000	Prospective Funding Impact Statement GOVERNANCE AND CORPORATE SERVICES	2021/22 LTP \$000	2022/23 LTP \$000	2023/24 LTP \$000	2024/25 LTP \$000	2025/26 LTP \$000	2026/27 LTP \$000	2027/28 LTP \$000	2028/29 LTP \$000	2029/30 LTP \$000	2030/31 LTP \$000
	<b>CAPITAL</b>										
	Sources of capital funding										
-	Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-
2	Development and financial contributions	-	-	-	-	-	-	-	-	-	-
-	Increase (decrease) in debt	-	-	2,500	10,000	9,000	(3,000)	500	-	(3,000)	-
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
<b>2</b>	<b>Total sources of capital funding</b>	<b>-</b>	<b>-</b>	<b>2,500</b>	<b>10,000</b>	<b>9,000</b>	<b>(3,000)</b>	<b>500</b>	<b>-</b>	<b>(3,000)</b>	<b>-</b>
	<b>Applications of capital funding</b>										
	<b>Capital expenditure</b>										
-	- to meet additional demand	77	77	-	-	-	-	-	-	-	-
-	- to improve the level of service	9	13	-	-	-	5	5	6	-	6
858	- to replace existing assets	439	450	346	434	884	294	375	484	446	934
(2,287)	Increase(decrease) in reserves	128	393	3,281	10,957	10,087	(926)	2,282	1,912	(955)	1,364
-	Increase (decrease) in investments	309	309	309	309	309	309	309	309	309	309
<b>(1,430)</b>	<b>Total applications of capital funding</b>	<b>960</b>	<b>1,242</b>	<b>3,936</b>	<b>11,699</b>	<b>11,280</b>	<b>(318)</b>	<b>2,971</b>	<b>2,710</b>	<b>(200)</b>	<b>2,613</b>
<b>1,430</b>	<b>Surplus (deficit) of capital funding</b>	<b>(960)</b>	<b>(1,242)</b>	<b>(1,436)</b>	<b>(1,699)</b>	<b>(2,280)</b>	<b>(2,682)</b>	<b>(2,471)</b>	<b>(2,710)</b>	<b>(2,800)</b>	<b>(2,613)</b>
-	<b>Funding balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>541</b>	<b>Depreciation (not included in above FIS)</b>	<b>284</b>	<b>347</b>	<b>427</b>	<b>432</b>	<b>505</b>	<b>571</b>	<b>566</b>	<b>556</b>	<b>542</b>	<b>542</b>

# Accounting Policies

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## 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).

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

The prospective financial statements of the Council are for the ten years ended 30 June 2021 to 2031. The prospective financial statements were authorised for issue by the Council on 30 June 2021. Council does not have the power to amend the prospective financial statements after issue. Council is responsible for the prospective financial statements presented, including the appropriateness of the assumptions underlying the prospective financial statements and all other required disclosures.

## 2. Purpose

The financial information contained within this Long-term Plan Annual Plan is prospective financial information in terms of PBE FRS 42 'Prospective Financial Statements', the purpose for which is to enable ratepayers, residents and all other interested parties to obtain information about the expected future financial performance, position and cashflow of Central Otago District Council.

## 3. Basis of Financial Statement Preparation

The prospective 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 prospective financial statements have been prepared in accordance with the Tier 1 PBE accounting standards. These prospective financial statements comply with FRS 42 and use opening balances from the period ending 30 June 2020, estimates have been restated accordingly if required.

Some rounding variances may occur in the prospective 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 prospective financial statements.

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

No actual results have been included in the prospective financial statements. The actual results achieved for any particular financial year is also likely to vary from the information presented and may vary materially depending on the circumstances that arise during the period.

#### **4. Revenue Recognition**

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.

##### **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 are 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. User fees

The council charges users for the use of some council services, such as libraries, swimming pools and visitor services. The council also sets reasonable charges for regulatory services, such as waste collection and disposal, parks and reserves, property and land usage. All user fees are invoiced in the accounting period when the service was provided.

## viii. 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.

## ix. 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.

## x. Interest Revenue

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

## xi. 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 prospective 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 de-recognition, 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 optimised 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 assets 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	60-80 yrs
Parks and reserves	2-50 yrs	Stormwater networks	70 yrs
Other assets	5-100 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 3-10 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 20).

Easements are not amortised.

### **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 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 council'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. The portfolio is valued annually by an external, independent valuer, having an appropriate recognised professional qualification and recent experience in the location and category of property being valued. 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 (see Revenue Policy 4), above.

#### **19. Impairment of Financial Assets**

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit.

##### Loans and receivables, and held-to-maturity investments

Impairment is established when there is evidence that the Council will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation and default in payments are indicators that the asset is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due).

Impairment in term deposits, local authority stock, government bonds, and community loans, are recognised directly against the instrument's carrying amount.

### Financial assets at fair value through other comprehensive revenue and expense

For equity investments, a significant or prolonged decline in the fair value of the investment below its cost is considered objective evidence of impairment.

For debt investments, significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, and default in payments are objective indicators that the asset is impaired.

If impairment evidence exists for investments at fair value through other comprehensive revenue and expense, the cumulative loss (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the surplus or deficit) recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

Equity instrument impairment losses recognised in the surplus or deficit are not reversed through the surplus or deficit. If in a subsequent period the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised, the impairment loss is reversed in the surplus or deficit.

## **20. 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.

## **21. 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.

## **22. 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.

## **23. 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.

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.

### **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.

## **24. 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 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.

## **25. 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.

## **26. 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.

## **27. Goods and Services Tax**

The prospective 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.

## **28. 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.

## **29. Critical Accounting Estimates and Assumptions**

Significant assumptions and risks (critical judgements) relating to the Long-term Plan are identified at various points within the Long-term Plan document. 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.

### **Reporting of Financial Instruments**

Financial instruments are currently reported under PBE IPSAS 29 until PBE IPSAS 41 becomes compulsory on periods beginning on or after 1 January 2022.

The Council plans to apply this standard in preparing its 30 June 2023 Financial statements.

While the Council has not assessed the effects of the new standard, due to the nature of the Council's financial assets, investments and liabilities Council do not see this as a material change in our financial statements.

**To the reader:**

**Independent auditor's report on Central Otago District Council's 2021-2031 long-term plan**

I am the Auditor-General's appointed auditor for Central Otago District Council (the Council). The Local Government Act 2002 (the Act) requires the Council's long-term plan (plan) to include the information in Part 1 of Schedule 10 of the Act. Section 94 of the Act requires an audit report on the Council's plan. Section 259C of the Act requires a report on disclosures made under certain regulations. I have carried out this work using the staff and resources of Audit New Zealand. We completed our report on 30 June 2021.

**Opinion**

In our opinion:

- the plan provides a reasonable basis for:
  - long-term, integrated decision-making and co-ordination of the Council's resources; and
  - accountability of the Council to the community; and
- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 174 to 178 represent a complete list of the disclosures required by Part 2 of the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations) and accurately reflect the information drawn from the plan.

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 the accuracy of the information in the plan.

**Emphasis of matters**

Without modifying our opinion, we draw attention to the following matters.

**Uncertainty over three waters reforms**

Page 355 outlines the Government's intention to make three waters reform decisions during 2021. The effect that the reforms may have on three waters services provided is currently uncertain because no decisions have been made. The plan was prepared as if these services will continue to be provided by the Council, but future decisions may result in significant changes, which would affect the information on which the plan has been based.

### **Uncertainty over the delivery of the capital programme**

Page 181 outlines that the Council is proposing to spend \$333 million on capital projects over the next 10 years. Although the Council is taking steps to deliver its planned capital programme, as outlined on page 165, there is uncertainty over the delivery of the programme due to a number of factors, including significant constraints in the construction market. If the Council is unable to deliver on a planned project, it could affect levels of services.

### **Basis of opinion**

We carried out our work in accordance with the International Standard on Assurance Engagements (New Zealand) 3000 (Revised) Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. In meeting the requirements of this standard, we took into account particular elements of the Auditor-General's Auditing Standards and the International Standard on Assurance Engagements 3400 The Examination of Prospective Financial Information that were consistent with those requirements.

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 procedures, we assessed the risk of material misstatement and the Council's systems and processes applying to the preparation of the plan.

Our 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 during the next 30 years;
- the approach taken by the Council to maintain its assets is reasonable, given the types of asset infrastructure owned by the Council;
- the information in the plan is based on materially complete and reliable information;
- the Council's key plans and policies are reflected consistently and appropriately in the development of the forecast information;
- the assumptions set out in 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;
- 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 in 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.

We are responsible for expressing an independent opinion on the plan and the disclosures required by the Regulations, as required by sections 94 and 259C of the Act. We do not express an opinion on the merits of the plan's policy content.

### **Independence and quality control**

We have complied with the Auditor-General's:

- independence and other ethical requirements, which incorporate the independence and ethical requirements of Professional and Ethical Standard 1 issued by the New Zealand Auditing and Assurance Standards Board; and
- quality control requirements, which incorporate the quality control requirements of Professional and Ethical Standard 3 (Amended) issued by the New Zealand Auditing and Assurance Standards Board.

Other than our work in carrying out all legally required external audits, we have no relationship with or interests in the Council.



Dereck Ollsson  
Audit New Zealand  
On behalf of the Auditor-General, Christchurch, New Zealand

# Fees and Charges 2021-22

While Council has aimed to provide a comprehensive 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%.

<b>THREE WATERS</b>		<b>2021/22 Includes GST</b>	<b>2020/21 Includes GST</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 the service as scheduled in the rating section of the 10 year 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	130.00	130.00
	Every additional 1,000 litres discharges (or part thereof)	40.00	40.00
	Designated Septage station disposal cost/litre	0.04	0.04
	<b>TRADE WASTE</b>		
	Application fee deposit (invoiced at actual cost)	240.00	240.00
	Application to transfer trade waste discharge consent	80.00	80.00
	Annual fee	160.00	160.00
	<b>THREE WATERS - PER APPLICATION</b>		
	Approved contractors (per application)	80.00	80.00
	Non-approved contractors (per application)	160.00	160.00
	Non-approved contractors (per application)	At cost	At cost
	<b>BULK TANKER WATER FROM FIRE HYDRANTS</b>		
	Bulk water application fee	No charge	No charge
	Tanker / Standpipe Inspection (at least annual)	100.00	100.00
	Hydrant Standpipe Hire / month (excluding water usage)	30.00	30.00
	Water Usage Per m <sup>3</sup>	1.80	1.80
	<b>BULK WATER SUPPLY</b>		
	Network connected bulk water rate (per m <sup>3</sup> )	0.86	0.86
	<b>REMOVAL OF WATER RESTRICTOR</b>		
	Temporary restrictor removal fee	At cost	At cost



<b>THREE WATERS</b>		<b>2021/22 Includes GST</b>	<b>2020/21 Includes GST</b>
<b>WATER METER ACCURACY TESTS</b>			
House visit and assessment		55.00	55.00
Meter removal and calibration		525.00	525.00
Meter validated as accurate		80.00	80.00
Meter validated as inaccurate		No charge	No charge
Final meter read		40.00	40.00
<b>OTHER</b>			
Unauthorised and other activities		At cost	At cost
<b>CAPITAL CONTRIBUTIONS – NEW CONNECTIONS (SEE DISTRICT PLAN ALSO)</b>			
<b>Financial Contributions - Reserves</b>			
Urban		2380.00	2190.00
Rural		1190.00	1100.00
<b>Note:</b> Financial Contributions are inflated annually based on Statistics NZ Construction Index. They are indexed from the December 2019 quarter in the table above.			
<b>DEVELOPMENT CONTRIBUTIONS - NEW CONNECTIONS</b>			
<b>Water Supply</b>			
Lake Dunstan Water Supply (Alexandra / Clyde)		7131.00	7240.00
Cromwell		3877.00	5400.00
Naseby		4044.00	2990.00
Omakau / Ophir		10917.00	6860.00
Patearoa		3267.00	1740.00
Ranfurly		2492.00	2030.00
Roxburgh		3321.00	1330.00
<b>Wastewater</b>			
Alexandra / Clyde		7536.00	6660.00
Cromwell		3139.00	4580.00
Naseby		3399.00	170.00
Omakau / Ophir		4992.00	1280.00
Ranfurly		796.00	280.00
Roxburgh		4670.00	475.00

<b>THREE WATERS</b>		<b>2021/22 Includes GST</b>	<b>2020/21 Includes GST</b>
<b>THREE WATERS AND WASTE MANAGEMENT PART CHARGES IN LIEU OF RATES</b>			
The Local Government (Rating) Act 2002 requires that properties be rated based on their status as at 1 <sup>st</sup> 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.			
<b>Water Supply – per month</b>			
If already rated as serviceable		23.12	23.12
If not rated as serviceable before		37.91	37.91
<b>Wastewater – per month</b>			
If already rated as serviceable		27.20	27.20
If not rated as serviceable before		54.40	54.40
<b>Waste Management – per month</b>			
Additional household rubbish bin		22.24	21.17
Additional mixed recycling bin		4.67	4.45
Additional glass recycling bin		4.67	4.45

<b>ENVIRONMENTAL SERVICES</b>		<b>2021/22 Includes GST</b>	<b>2020/21 Includes GST</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.	<b>TRANSFER STATION CHARGES</b>		
	Standard size refuse bag (60 litres)	8.00	8.00
	Prepaid Council approved 60 litre refuse bag (for Tarras and Patearoa use only)	8.00	8.00
	Child car seat recycling (Alexandra and Cromwell only)	10.00	10.00
	<b>Transfer Station with Weigh Facility</b>		
	General waste charge by weight per tonne	334.61	313.00
	Tyres by weight by tonne	444.72	416.00
	<b>Transfer Station without Weigh Facility</b>		
	General waste charge by volume per cubic metre (assessed by operator)	67.00	70.00
	Car tyres	5.00	5.00
	Truck tyres	21.00	20.00
	Tractor / Loader tyres	86.00	80.00
	Car body (all tanks pierced and drained)	20.00	20.00
	Whiteware and separated metal	No charge	No charge
	<b>GREENWASTE DEPOSITED IN GREENWASTE AREA</b>		
	Car load	No charge	No charge
	Trailer or ute load	5.00	5.00
	Trailer-load charge by volume per cubic metre	5.00	5.00
	<b>CLEANFILL DEPOSITED IN CLEANFILL AREA</b>		
	Charge by volume per cubic metre	15.00	15.00
	<b>HAZARDOUS WASTE</b>		
	Up to 20kg or 20 litres	10.00	10.00
	Greater than 20kg or 20 litres (charge per kg over 20kg or 20 litres up to a maximum of 100kg or 100 litre).	10.00	10.00
<b>WHEELIE BIN CHARGES</b>			
Replacement of bin due to damage (not wear and tear)	50.00	50.00	
Initial change of bin size	No charge	No charge	
All subsequent changes to bin size	N/A	50.00	
Additional mixed recycling bin (per annum)	56.06	50.85	
Additional glass recycling bin (per annum)	56.06	50.85	
Additional rubbish (red) bin (per annum)	266.85	242.04	
Administration fee	50.00	N/A	

<b>ROADING</b>	<b>2021/22 Includes GST</b>	<b>2020/21 Includes GST</b>
<b>LICENCE TO OCCUPY</b>		
Single owner	180.00	180.00
Multiple owner	At cost	At cost
<b>TRAFFIC MANAGEMENT PLAN APPROVAL</b>		
Commercial organisations and events	90.00	90.00
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>CORRIDOR ACCESS REQUEST</b>		
<i>(as defined in the National Code of Practice for Utility Operators' Access to Transport corridors)</i>		
Minor Works	No charge	No charge
Major Works (trenches exceeding 20m in length)	80.00	80.00
Project Works	At Cost	At Cost
<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	70.00	70.00
Replacement	50.00	50.00
<b>DUST SUPPRESSION</b>		
Residential house with 100m of road to Council programmed timetable	No charge	No charge
Residential house with 100m of road outside programme works	At cost	At cost
Commercial and other applications to Council programmed timetable	At cost	At cost
<b>OTHER</b>		
Commercial fingerboard signs	At cost	At cost
Unauthorised activities	At cost	At cost

<b>ROADING</b>	<b>2021/22 Includes GST</b>	<b>2020/21 Includes GST</b>
<b>DEVELOPMENT CONTRIBUTIONS</b>		
<b>Roading</b>		
Residential	1719.00	2040.00
Business	Nil *	5930.00

\* Fixed business contributions are non-longer applicable. All contributions are calculated on the basis of a household unit equivalent (HUE).

PLANNING AND REGULATORY		2021/22 Includes GST	2020/21 Includes GST
<i>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 (\$140 minimum).</i>	<b>BUILDING CONTROL CHARGES</b>		
	<b>Residential alterations and new</b>		
	Up to and including \$5,000	316.00	297.00
	Over \$5,000 and not exceeding \$10,000	691.00	668.00
	Over \$10,000 and not exceeding \$20,000	1141.00	1113.00
	Over \$20,000 and not exceeding \$40,000	1671.00	1633.00
	Over \$40,000 and not exceeding \$80,000	1971.00	1930.00
	Over \$80,000 and not exceeding \$200,000	2651.00	2597.00
	Over \$200,000 and not exceeding \$350,000	3556.00	3494.00
	Over \$350,000 and not exceeding \$500,000	3712.00	3562.00
	Over \$500,000 and not exceeding \$750,000	4017.00	4007.00
	Over \$750,000 and not exceeding \$1,000,000	4467.00	4452.00
	Exceeding \$1 million (minimum deposit plus additional time if necessary)	4852.00	4749.00
	Rural farm shed with engineers producer statement (no amenities – 4 inspections or less)	953.00	933.00
	<b>Commercial alterations and new</b>		
	Up to \$10,000	841.00	816.00
	\$10,000 - \$20,000	1441.00	1410.00
	\$20,000 - \$40,000	1971.00	1930.00
	\$40,000 - \$80,000	2121.00	2078.00
	\$80,000 - \$200,000	3251.00	3176.00
	\$200,000 - \$350,000	3406.00	3339.00
	\$350,000 - \$500,000	3636.00	3562.00
	\$500,000 - \$750,000	4167.00	4129.00
	Exceeding \$750,000 (minimum deposit plus additional time if necessary)	4242.00	4155.00
	BRANZ Levy - (exempt from GST) (projects under \$20,000 are exempt)	\$1 for every \$1000.00 or part thereof	\$1 for every \$1000.00 or part thereof
	MBIE Levy - (projects under \$20,000 are exempt)	\$1.75 for every \$1000.00	\$1.75 for every \$1000.00
	<b>OTHER BUILDING CONSENT CHARGES</b>		
	Multi-proof building consents actual cost of work to be recovered (value of work less processing apportionment)	As required	As required
	Amendments to Building Consents actual cost of work to be recovered at time and disbursements	\$150.00 deposit + \$150.00 / hour	\$140.00 deposit + \$140.00 / hour
Erection of marquee	316.00	297.00	
Heating / fire appliances - free standing	241.00	223.00	
Heating / fire appliances - inbuilt and second-hand	391.00	389.00	
Wetback fire / diesel boilers	391.00	N/A	
Wind machines (horticultural)	N/A	477.00	
<b>Other building charges</b>			
<b>Certificate of Acceptance</b>			
Minor work up to \$5,000	1103.00	1039.00	
Residential \$5,000 to \$20,000	1478.00	1410.00	



<b>PLANNING AND REGULATORY</b>		<b>2021/22 Includes GST</b>	<b>2020/21 Includes GST</b>
Residential \$20,000+		2453.00	2375.00
Commercial – \$615 deposit plus hourly rate		\$675.00 + hourly rate	615.00+
Change of Use (initial fee)		252.00	210.00
Relocation report within the district		\$150.00 / hour	170.00
New compliance schedule		\$150.00 / hour	150.00
Amended compliance schedule		110.00	100.00
WOF monitoring features and renewal		\$150.00 / hour	100.00
Certificate for Public Use		504.00	445.00
Notice to Fix		225.00	222.00
Fire Service assessment of building consents (plus costs)		150.00	140.00
Demolition		300.00	297.00
Inspection of unsatisfactory work (per visit or inspections not already provided for)		150.00	Hourly rate \$140.00
Swimming pool exemption (referred to Council)		N/A	N/A
Swimming pool inspection barriers and compliance (each inspection)		\$150.00 / hour	Hourly rate \$140.00
Swimming pool registration		55.00	50.00
Water test fee (fee plus actual test cost)		120.00	120.00
Assessment of building consent exemption application (deposit) + \$150.00 / hour processing or inspection		\$150.00 / hour	140.00 / hour
Title search		27.00	25.00
Minor variations (to building consents)		\$150.00 / hour	\$140.00 / hour
<b>Project Information Memorandum – Residential</b>		412.00	382.00
<b>Project information memorandum – Commercial</b>		525.00	509.00
<b>Time and disbursements</b>			
Hourly rates for processing all applications		150.00	140.00
Mileage (dollar(s) per km)		1.00	1.00
Hourly rates for processing all applications		105.00	N/A
<b>ENVIRONMENTAL HEALTH</b>			
<b>Annual inspection</b>			
Camping grounds		336.00	336.00
Hairdresser shops		168.00	168.00
Offensive trades		168.00	168.00
Funeral directors		168.00	168.00
Follow up inspection fee (hourly rate)		168.00	168.00
Change of ownership		168.00	168.00
<b>ANNUAL REGISTRATION</b>			
Camping grounds		168.00	180.00
Hairdresser shops		168.00	180.00
Offensive trades		168.00	180.00
Funeral directors		168.00	180.00
Miscellaneous Bylaw and general licence fees		N/A	No charge

PLANNING AND REGULATORY		2021/22 Includes GST	2020/21 Includes GST
	Late payment fee	N/A	150% of annual registration fee
	<b>FOOD CONTROL PLANS / NATIONAL PROGRAMMES</b>		
	Initial registration	403.00	336.00
	Annual registration	201.00	168.00
	<b>Audit fee</b>		
	Food control plan (single-site)	504.00	420.00
	Food control plan (multi-site)	804.00	672.00
	National Programme 1	336.00	336.00
	National Programme 2	420.00	420.00
	National Programme 3	504.00	420.00
	Subsequent verifications and enforcement (hourly rate)	168.00	140.00
	Site rental fee	N/A	At cost
	<b>BYLAW AND POLICY</b>		
	<b>Trading in Public Place General Bylaw</b>		
	<b>Application fee</b>		
	Fee per annum	420.00	420.00
	Class 4 Gambling and Board Venue application fee (deposit)	336.00	336.00
	Hourly rates for processing all applications	168.00	140.00
	Additional sandwich board	N/A	120.00
	<b>ALCOHOL LICENSING</b>		
	<b>Local Authority Compliance Certificate</b>		
	Building	150.00	140.00
	Planning	150.00	140.00
	Public notification fee	125.00	125.00
	<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% of annual registration fee	150% of annual registration fee
	<b>Dog Impounding Charges</b>		
	First impounding (for each 12 months)	100.00	100.00
	Second impounding (for each 12 months)	150.00	150.00

*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. Any dog classified as dangerous under the Dog Control Act shall pay 150% of the registration fee prescribed in this.*

PLANNING AND REGULATORY		2021/22 Includes GST	2020/21 Includes GST
	Third and subsequent impounding (for each 12 months)	200.00	200.00
	Sustenance	22.00	22.00
	Destruction of dog	At cost	At cost
	Notification	N/A	N/A
	Microchipping	32.00	32.00
	<b>Licence to keep more than 3 dogs</b>		
	Application	75.00	70.00
	Inspection fee	\$150.00 / hour	\$140.00/hour
	Annual permit fee	150.00	
	<b>REFUNDS</b>		
	Refund administration fee	Refer to Governance and Corporate Services section	25.00
	<b>NOISE CONTROL</b>		
	<b>Return of Seized Equipment</b>		
	Administration charge	84.00	70.00
	Storage fee	\$5.00 (per day)	5.00 (per day)
	<b>Contractor charge (add to administration charge)</b>		
	Alexandra / Clyde	60.00	60.00
	Cromwell	70.00	70.00
	Ranfurly	100.00	100.00
	Roxburgh / Naseby	80.00	80.00
	<b>ENFORCEMENT</b>		
	Monitoring and enforcement - hourly rate	150.00	N/A
<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.</i>	<b>PLANNING (all deposits non-refundable)</b>		
	<b>Subdivision Charges</b>		
	<b>Land Subdivision Consent</b>		
	Consent application deposit (notified to formal hearing)	2000.00	2000.00
	Consent application deposit (non-notified to formal hearing)	1500.00	1500.00
	Consent application deposit (under delegated authority)	900.00	900.00
	Minor boundary adjustment	430.00	430.00
	Plan Certification - 223	150.00	150.00
Plan Certification - 224(c) (deposit)	260.00	225.00	

PLANNING AND REGULATORY		2021/22 Includes GST	2020/21 Includes GST
<i>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>	Minor amendment to cross lease / unit title plan (deposit)	510.00	510.00
	<b>Other Charges</b>		
	Completion certificates	80.00	80.00
	Overseas Investment Regulations Certificates (deposit)	150.00	150.00
	Compliance certificates / Certificate of Compliance (S139) (deposit)	550.00	550.00
	Certified copy of Council resolution	80.00	80.00
	Registered bond	At cost	At cost
	Release from registered bond	At cost	At cost
	Right of way consents (deposit) (Section 348 LGA)	225.00	225.00
	Certificate of approval of survey plans (s.226(1)(e)(ii))	150.00	150.00
	Change or cancellation of amalgamation condition (deposit) (Section 241)	160.00	160.00
	Cancellation of easement (Section 243)	160.00	160.00
	Cancellation or amendment of consent notice (Section 221)	180.00	N/A
	<b>Land Use Consent</b>		
	Consent application deposit (notified to formal hearing)	2000.00	2000.00
	Consent application deposit (non-notified to formal hearing)	1500.00	1500.00
	Consent application deposit (under delegated authority)	600.00	600.00
	Non-compliance with bulk and location requirements - deposit (under delegated authority)	N/A	225.00
	Minor breach of standards (deposit)	350.00	300.00
	Application for extension of lapse date (deposit) (section 125)	300.00	220.00
Minor Change or Cancellation of Consent Condition (delegated section 127) (deposit)	400.00	300.00	
Complex Change or Cancellation of Consent Condition (delegated section 127) (deposit)	600.00	600.00	
Change or Cancellation of Consent Condition to Formal Hearing (section 127) (deposit)	1000.00	800.00	
<i>Applications which are incomplete or require the applicant to undergo remedial works will incur further costs on a time and disbursement basis.</i>	Monitoring Consent Holders (per hour + mileage)	\$150 / hour + mileage	140.00
	Hearing of Objection to Resource Consent (deposit)	800.00	800.00
	Resource consent exemption (section 87BB) (fixed fee)	225.00	220.00
	Boundary activity (section 87BA) (fixed fee)	300.00	280.00
	<b>Application for Heritage Orders and Designations (deposit)</b>		
	Outline plan approval (deposit)	390.00	390.00
	Minor, no research (plus public notification)	1000.00	1000.00
	Moderate, standard research requirements (plus public notification)	5000.00	5000.00

PLANNING AND REGULATORY		2021/22 Includes GST	2020/21 Includes GST
<p><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></p>	Major, affects large area of district (plus public notification)	10500.00	10500.00
	<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).	2500.00	1000.00
	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).	7500.00	5000.00
	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).	15000.00	10000.00
	<b>Information Charges</b>		
	Resource Management Act information	At cost	At cost
	All other information requested in writing (time charge + disbursements basis min)	80.00	80.00
	NES record search	150.00	150.00
	<b>LAND INFORMATION MEMORANDUM (LIM)</b>		
	<b>Residential Search</b>		
	Provided in 10 working days (electronic)	185.00 (non-refundable)	180.00 (non-refundable)
	Provided in 5 working days (electronic)	263.00 (non-refundable)	225.00 (non-refundable)
	Provided in 10 working days (paper)	315.00 (non-refundable)	210.00 (non-refundable)
	Provided in 5 working days (paper)	420.00 (non-refundable)	255.00 (non-refundable)
	<b>Commercial Search</b>		
	Provided in 10 working days (electronic)	263.00 (non-refundable)	250.00 (non-refundable)
	Provided in 5 working days (electronic)	368.00 (non-refundable)	330.00 (non-refundable)

<b>PLANNING AND REGULATORY</b>		<b>2021/22 Includes GST</b>	<b>2020/21 Includes GST</b>
	Provided in 10 working days (paper)	368.00 (non-refundable)	280.00 (non-refundable)
	Provided in 5 working days (paper)	420.00 (non-refundable)	360.00 (non-refundable)
	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



POOLS, PARKS AND CEMETERIES		2021/22 Includes GST	2020/21 Includes GST
	<b>DISTRICT CEMETERIES</b>		
	<b>Plot Charge (Standard) - all cemeteries in the District</b>		
	Standard plot fees - including memorial structures plot, Cromwell Cemetery	900.00	900.00
	Memorial Structures Plot - Cromwell Cemetery	N/A	900.00
	Ashes plot	400.00	400.00
	Memorial wall (plinth which allows for 32 plaques) - Alexandra Cemetery	100.00	100.00
	Memorial wall (which allows for 88 plaques double-sided) - Cromwell Cemetery	100.00	100.00
	RSA Plot - Cromwell Cemetery	No charge	No charge
	Stillborn babies	No charge	No charge
	<b>Burial Fees District</b>		
	<i>Monday to Friday and Saturday mornings only and excluding Saturday afternoon's. No burials Sundays, statutory public holidays.</i>		
	Standard re-opening and burial - Double Depth Standard	950.00	950.00
	Casket larger than standard (213cm x 76.2cm x 50.8cm) – additional to above fee	120.00	120.00
	Burial of ashes	400.00	400.00
	Out of District Fee (6 months or more)	95.00	95.00
	Burial of infants (up to 10 years / re-opening)	300.00	300.00
	Disinterment costs / re-interment	At Cost	At Cost
	Breaking concrete	At Cost	At Cost
	Memorial Permit processing fee	10.00	10.00
	<b>NASEBY CEMETERY</b>		
	<b>Plot Fees</b>		
	Standard plot fees	300.00	300.00
	Ashes plot	156.00	156.00
	<i>Burial fees invoiced directly by Sexton</i>	N/A	N/A
	<b>RANFURLY CEMETERY</b>		
	<b>Plot Fees</b>		
	Standard plot fees	300.00	300.00
	Ashes plot	156.00	156.00
	<i>Burial fees invoiced directly by Sexton</i>		
	<b>PARKS</b>		
	<b>Sports Grounds (Alexandra and Clyde)</b>		
	First class cricket wicket per ground (per day - wickets 1 & 2)	250.00	250.00
	Casual (per ground per day)	123.00	123.00
	Cricket wickets (per day - wickets 3 & 4)	135.00	135.00
	Changing rooms (per room)	15.00	15.00
Cricket rates are variable depending on level of pitch preparation; seasonal rates available on application and by negotiation.			

<b>POOLS, PARKS AND CEMETERIES</b>		<b>2021/22 Includes GST</b>	<b>2020/21 Includes GST</b>
Athletics (per day)		135.00	135.00
Litter collection (per litter bin per day) - Additional fee		30.00	30.00
Schools and school aged children exempt from charges		No charge	No charge
<b>Club Seasonal Rates (Including club training, regular season fixtures)</b>			
Rugby - Senior teams only		850.00	1500.00
Football - Senior teams only		1500.00	3200.00
Softball - Senior teams only		500.00	700.00
Athletics - Senior teams only		500.00	700.00
Club Cricket only (excludes first class cricket) - Senior teams only		1600.00	1600.00
Touch Rugby – per season		500.00	N/A
<b>Other Parks and Reserves Alexandra and Clyde – including Pioneer Park – per day</b>			
Commercial activity or event including circus, gypsy fair, Blossom Festival		400.00	400.00
Non-Profit Community Groups		No charge	No charge
Commercial market days		\$55.00 including power	\$55.00 including power
Commercial – car displays, advertising, vendors		146.00	146.00
Basic space hire – no preparation / services required		No charge	No charge
Non Commercial – community group activity includes rubbish and area preparation, e.g. school fairs		No charge	No charge
Amusement devices (activity or device)		\$11.50 application fee for one device and \$2.30 per extra device. For longer periods \$1.15per week per device. Engineering fee at cost	75.00
Council power box (power already connected per hour)		5.00	5.00
Electricity boxes (if available) (power and connection)		At cost	At Cost
<b>CROMWELL SPORTS PAVILIONS</b>			
<b>Alpha Street Pavilion</b>			
Football Club per annum		573.00	573.00
Casual day hire		58.00	58.00
<b>Anderson Park Pavilion</b>			
Club per season		574.00	574.00
Casual day hire		58.00	114.00

POOLS, PARKS AND CEMETERIES		2021/22 Includes GST	2020/21 Includes GST
<p><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></p>	<b>ANDERSON PARK (junior sport free) - school and school age children exempt</b>		
	<b>Sports Club Rentals (per player per season)</b>		
	Anderson Park grounds	51.00	51.00
	Netball / tennis courts	20.00	20.00
	<b>Club Seasonal Rates (Including club training, regular season fixtures)</b>		
	Rugby - Senior teams only	1500.00	1500.00
	Football - Senior teams only	1500.00	3200.00
	Softball - Senior teams only	500.00	700.00
	Athletics - Senior teams only	500.00	700.00
	Club Cricket only (excludes first class cricket) - Senior teams only	1200.00	1600.00
	Touch Rugby – per season	500.00	500.00
	<b>Casual Users (per day)</b>		
	Non-sporting activities (per ground plus electricity)	75.00	75.00
	Touch (per field)	45.00	45.00
	Rugby (per field)	69.00	69.00
	<b>ALPHA STREET RESERVE (per day) - school and school age children exempt</b>		
	Commercial activity or event including circus and gypsy fair, circus	400.00	400.00
	<b>Club Seasonal Rates (Including club training, regular season fixtures)</b>		
	Football - Senior teams only	1500.00	3200.00
	Touch Rugby – per season	500.00	500.00
	<b>Sports Club Rentals (per player per season) (junior sports free)</b>		
	Alpha Street grounds	51.00	51.00
	Alpha Street ground lights - per hour	N/A	11.00
<b>Other Parks and Reserves – Cromwell per day</b>			
Basic space hire – space only no preparation required	No charge	No charge	
Non-Profit – community group activity including rubbish and area preparation eg. school fairs	No charge	No charge	
Commercial – Market days	55.00	55.00	

<b>POOLS, PARKS AND CEMETERIES</b>		<b>2021/22 Includes GST</b>	<b>2020/21 Includes GST</b>
	Commercial – Car displays / advertising, vendors	145.00	145.00
	Amusement devices (activity or device)	\$11.50 application fee for one device and \$2.30 per extra device. For longer periods \$1.15per week per device. Engineering fee at cost	N/A
	<b>MANIOTOTO PARK</b>		
	Sports clubs (per annum)	907.00	907.00
	Sports ground (per day)	117.00	117.00
	Outdoor netball / tennis courts	150.00	No charge
	Basic space hire – no preparation required	No charge	No charge
	Non-Profit Community activity (general use including rubbish and ground preparation)	No charge	No charge
	Commercial activity	122.00	122.00
	Athletics (per day) - Schools	No charge	No charge
	Athletics (per half day)	No charge	No charge
	<b>Other Parks and Reserves – Maniototo per day</b>		
	Basic space hire – space only no preparation required	No charge	No charge
	Non-commercial – community group activity including rubbish and area preparation e.g.; school fairs	38.00	38.00
	Junior Cricket – Naseby	No charge	No charge
	Commercial – Market days, Vendors	55.00	55.00
	Commercial – Car displays / advertising	145.00	145.00
	<b>Rugby Clubrooms</b>		
	Rugby clubrooms (per day)	86.00	86.00
	<b>TEVIOT VALLEY</b>		
	King George Park - Community activity	No charge	No charge
	King George Park - Commercial activity	80.00	80.00
	Basic space hire – no preparation required	No charge	No charge
	Commercial Market, Vendor	55.00	55.00
	<b>MOLYNEUX PARK</b>		
	<b>Stadium</b>		
	Sports groups (per hour)	35.00	35.00
	Vincent sports groups (per hour)	25.00	25.00
	Gas heating token (20 mins)	2.00	2.00
	Electric heating token (15 mins)	0.50	0.50

*A whole day is more than 6 hours, half day is less than 6 hours. The stadium has a wooden*

<b>POOLS, PARKS AND CEMETERIES</b>		<b>2021/22 Includes GST</b>	<b>2020/21 Includes GST</b>
<i>gymnasium floor and is therefore not suitable for events requiring seating or furniture unless provision is made to protect the floor.</i>	Sports groups whole day	305.00	305.00
	Sports groups half day	205.00	205.00
	Vincent sport groups whole day	170.00	170.00
	Vincent sport groups half day	125.00	125.00
	Kitchen whole day (includes foyer toilets)	55.00	55.00
	Kitchen half day (includes foyer toilets)	30.00	30.00
	Changing rooms (per room)	15.00	15.00
<b>ALEXANDRA POOL AND CROMWELL POOL</b>			
<b>Single Admission</b>			
Adult (18 years old)	6.50	6.50	
Child (School Age)	3.50	3.50	
Pre-schooler (with maximum of 2 per 1 paying parent / caregiver)	No charge	No charge	
Gold Card and tertiary student 17% off entry	5.50	5.50	
Community Services Card holder 17% off entry	5.50	5.50	
Shower	5.00	5.00	
Family - maximum 2 adults and 4 children	17.00	17.00	
Family - 1 Adult and 4 children	16.40	16.40	
Replacement swim card if lost	2.00	2.00	
Towel Hire	N/A	1.00	
<i>Gym/Swim Pass 30% off adult entry only</i>			
<b>Membership Card and Yearly Pass</b>			
Adult - 10 swims	58.50	58.50	
Adult - 25 swims	138.00	138.00	
Adult - 50 Swims	260.00	260.00	
Adult yearly pass (includes Aqua Fit classes)	480.00	480.00	
Child - 10 swims	30.00	30.00	
Child - 25 swims	74.50	74.50	
Child - 50 Swims	140.00	140.00	
Child yearly pass	240.00	240.00	
<b>Prepaid Swim Membership Prices</b>			
Family - 6 Months	429.00	429.00	
Family - 12 Months	709.00	709.00	
<b>Direct Debit Swim Membership Prices</b>			
Child - 6 Months	5.00 / week	5.00 / week	
Child - 12 Months	4.00 / week	4.00 / week	
Adult - 6 Months	12.00 / week	12.00 / week	
Adult - 12 Months	10.00 / week	10.00 / week	
Family - 6 Months	19.00 / week	19.00 / week	
Family - 12 Months	16.00 / week	16.00 / week	

<b>POOLS, PARKS AND CEMETERIES</b>		<b>2021/22 Includes GST</b>	<b>2020/21 Includes GST</b>
	<b>Gold Card, Community Services Card and Tertiary Students Card Holders</b>	17% off the above adult prices	17% off the above adult prices
	10 swims	17% off the above adult prices	17% off the above adult prices
	25 swims	17% off the above adult prices	17% off the above adult prices
	Yearly pass	17% off the above adult prices	17% off the above adult prices
	<b>Aquarobics and Aqua Fit</b>		
	Casual Adult entry and class	11.00	10.50
	Adult - 11 class membership concession (includes pool entry)	110.00	105.00
	Aqua class only when used with 10/25/50 swim concession card	4.50	4.50
	Gold Card, Community Services Card, tertiary student entry and class	17% off the above adult prices	17% off the above adult prices
	Gold Card, Community Services Card, tertiary student - 11 class membership concession (includes pool entry)	17% off the above adult prices	17% off the above adult prices
	<b>School Hire</b>		
	District primary schools per lane / block per hour – min charge 1 hour (includes pool entry)	9.00	9.00
	District high schools per lane / block per hour – min charge 1 hour (includes pool entry)	9.00	9.00
	Non-district schools –Min charge 1 hour (includes pool entry)	13.00	13.00
	Therapeutic pool per hour	36.00	-
	<b>Central Otago Swimming Clubs / Non-Commercial (as per definition)</b>		
	Non-competitive club nights per lane, includes pool entry (does not include development or squad coaching sessions)	9.00	Refer to Molyneux Aquatic Centre and Cromwell Swim Centre fees
	Lane hire per hour includes pool entry minimum 1 hour (including development or squad coaching sessions)	9.00	
	Swim meets / competition nights full 25 metre pool hire includes pool entry, includes staff time	150.00 per hour	
	Kayak Polo	Pool entry plus staff time	
	<b>Commercial Operators</b>		
	Lane hire per hour	30.00	27.00
	Students - 10 swim pool entry concession card	10.00	-



POOLS, PARKS AND CEMETERIES		2021/22 Includes GST	2020/21 Includes GST
	<b>Additional Charges</b>		
	Additional staff after hours	\$50 per hour per staff member	\$50 per hour per staff member
	<b>Meeting Room Charges (where available)</b>		
	Kitchen surcharge per half day	45.00	35.00
	Kitchen surcharge per hour	15.00	11.00
	Meeting room hire per half day	45.00	-
	Meeting room hire per hour	15.00	-
	<b>SWIMMING LESSONS – CENTRAL SWIM SCHOOL Payment in advance or by direct debit</b>		
	10 x toddler / preschool lesson - Starfish, Turtles, Seals, Dolphin, Goldfish, Clownfish, Pufferfish and Rainbowfish	111.00	111.00
	- 10 swim pool entry concession card	10.00	-
	<b>TOTAL</b>	<b>121.00</b>	<b>-</b>
	10 x school age lessons - Seahorse, Otter, Snapper, Crocodile, Barracuda, Piranha, Stingray, Marlin	111.00	111.00
	- 10 swim pool entry concession card	10.00	-
	<b>TOTAL</b>	<b>121.00</b>	<b>-</b>
	10 x 45 minute stroke development - Sharks Squad	118.00	118.00
	10 swim pool entry concession card	10.00	-
	<b>TOTAL</b>	<b>128.00</b>	<b>-</b>
	<b>Weekday private lesson (including adults)</b>		
	15 minutes – excludes pool entry	19.00	19.00
	30 minutes – excludes pool entry	39.00	39.00
	5 day block holiday classes	55.00	55.00
	- 5 swim pool entry concession card	5.00	-
	<b>Family Discount:</b> <i>If you have 3 or more members of your family learning to swim, only the first two members will pay standard price, then all additional children will receive 30% off standard price.</i>		
	<b>Multi-Lesson Discount:</b> <i>Students attending more than one lesson per week are eligible for a 20% discount off their second lesson that week.</i>		
	<b>Direct Debit fees for payment of lessons above will incur these additional charges</b>		
	Direct Debit Transaction Fee - successful transaction from bank account, credit union or building society	0.60	0.60
	Direct Debit Transaction Fee - successful transaction from Visa / Mastercard	2.35%	2.35%

<b>POOLS, PARKS AND CEMETERIES</b>		<b>2021/22</b>	<b>2020/21</b>
		<b>Includes GST</b>	<b>Includes GST</b>
	Direct Debit Transaction Fee - successful transaction from Amex / Diners Card	4.22%	4.22%
	Failed Transaction Fee	0.60	0.60
	Dishonour Fee by customer	11.50	11.50
	Investigation Fee - charged back to customer	44.00	N/A
	<b>RANFURLY SWIM CENTRE</b>		
	<b>Admission</b>		
	Child	2.50	2.00
	Adult	5.00	4.50
	Child - 11 x swims (swim card)	25.00	20.00
	Adult - 11 x swims (swim card)	50.00	45.00
	Season pass (single)	95.00	95.00
	Season pass (family) plus \$10 per child	118.00	118.00
	Maniototo Area School	522.00	522.00
	St John's School	154.00	154.00
	Aquabelles (per season)	412.00	412.00
	Other groups (per season)	412.00	412.00
	Professional coaching per hour	27.00	24.00

	<b>PROPERTY AND COMMUNITY FACILITIES</b>	<b>2021/22 includes GST</b>	<b>2020/21 includes GST</b>	
<i>A \$25 booking fee is applicable for non-payment on landing</i>	<b>AIRPORT LANDING FEES (PER LANDING)</b>			
	Private aircraft	10.00	10.00	
	Commercial light aircraft / twin engine	20.00	20.00	
	Passenger planes < 18 passenger capacity	30.00	30.00	
	Passenger planes >18 passenger capacity	60.00	60.00	
	Emergency services (Police, Rural Fire, Air Ambulance)	No charge	No charge	
	New Zealand Armed Forces	No charge	No charge	
	<b>APPLICATION FOR EASEMENT OR LEASE FOR ACCESS OR INFRASTRUCTURE PURPOSES (ROADING, SERVICES, TELECOMMUNICATIONS, POWER ETC)</b>			
	Time plus legal, survey and advertisement costs	At cost	At cost	
	Deposit - no reserve status	500.00	500.00	
	Deposit - reserve land	1000.00	1000.00	
	<b>COMMUNITY FACILITIES</b>			
<i>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 Jordan Lounge are made with the Senior Citizens on (03) 448 7007.</i>	<b>ALEXANDRA COMMUNITY CENTRE</b>			
	<b>Hall and Bar</b>			
	Commercial whole day	275.00	275.00	
	Commercial half day	170.00	170.00	
	Commercial hourly rate	35.00	35.00	
	Non-commercial whole day	160.00	160.00	
	Non-commercial half day	100.00	100.00	
	Non-commercial hourly rate	20.00	20.00	
	<b>Hall, Kitchen and Bar</b>			
	Commercial whole day	300.00	300.00	
	Commercial half day	200.00	200.00	
	Non-commercial whole day	180.00	180.00	
	Non-commercial half day	125.00	125.00	
	<b>Hall, Reading Room, Kitchen and Bar</b>			
	Commercial whole day	345.00	345.00	
	Commercial half day	225.00	225.00	
	Non-commercial whole day	225.00	225.00	
	Non-commercial half day	135.00	135.00	
	<b>Whole Complex</b>			
	Commercial whole day	455.00	455.00	
	Commercial half day	300.00	300.00	
	Non-commercial whole day	280.00	280.00	
	Non-commercial half day	170.00	170.00	
	<b>Hire of equipment (away from hall, daily rate)</b>			
	Trestles (each)	5.00	5.00	
Chairs (each)	2.00	2.00		
Portable stage pieces (each)	5.00	No charge		

<b>PROPERTY AND COMMUNITY FACILITIES</b>		<b>2021/22 includes GST</b>	<b>2020/21 includes GST</b>
<i>A \$200 bond is required for social functions; a whole day is more than 6 hours, half day is less than 6 hours.</i>	<b>ALEXANDRA MEMORIAL THEATRE</b>		
	<b>Commercial / non-local or by agreement with Chief Executive Officer</b>		
	Evening performance	670.00	670.00
	Matinee performance (afternoon)	505.00	505.00
	Rehearsal (includes heating)	225.00	225.00
	Hourly rate (includes heating)	105.00	105.00
	Hourly rate (no heating)	50.00	50.00
	<b>Amateur local non-profit making incorporated societies and educational institutes</b>		
	Evening performance	235.00	235.00
	Matinee performance (afternoon)	180.00	180.00
	Rehearsal (no heating)	60.00	60.00
	Rehearsal (with heating)	125.00	125.00
	Hourly rate (includes heating)	60.00	60.00
	Hourly rate (no heating)	30.00	30.00
	<b>CENTRAL STORIES BUILDING</b>		
	<b>Meeting room and theatre</b>		
	Commercial hire	\$40 / hour	\$40/hour
	Non-commercial hire	\$20 / hour	\$20/hour
	<b>CROMWELL MEMORIAL HALL</b>		
	<b>Whole complex (auditorium, supper room, west wing, kitchen)</b>		
	Commercial whole day	470.00	470.00
	Commercial half day	315.00	315.00
	Non-commercial whole day	190.00	190.00
	Non-commercial half day	140.00	140.00
	Sporting events - tournaments whole day	145.00	145.00
	Sporting events - club nights / half day tournaments	115.00	115.00
	Sporting events - schools	115.00	115.00
	Hourly rate (only available on application to the Cromwell Community Board)	25.00	25.00
	After 1am charge per hour	25.00	25.00
<b>Auditorium (not including kitchen)</b>			
Commercial whole day	300.00	300.00	
Commercial half day	185.00	185.00	
Non-commercial whole day	160.00	160.00	
Non-commercial half day	105.00	105.00	
Sporting events - tournaments whole day	115.00	115.00	
Sporting events - club nights / half day tournaments	85.00	85.00	
Sporting events - schools	85.00	85.00	
Sporting events - tournaments whole day	115.00	115.00	

<b>PROPERTY AND COMMUNITY FACILITIES</b>		<b>2021/22 includes GST</b>	<b>2020/21 includes GST</b>
Hourly rate (only available on application to the Cromwell Community Board)		20.00	20.00
After 1am charge per hour		20.00	20.00
<b>Supper Room or West Wing (not including kitchen)</b>			
Commercial whole-day		155.00	155.00
Commercial half day		115.00	115.00
Non-commercial whole day		90.00	90.00
Non-commercial half day		75.00	75.00
<b>Supper Room and Kitchen</b>			
Commercial whole day		180.00	180.00
Commercial half day		125.00	125.00
Non-commercial whole day		115.00	115.00
Non-commercial half day		90.00	90.00
Commercial whole day		180.00	180.00
Hourly rate (only available on application to the Cromwell Community Board)		90.00	90.00
After 1am charge per hour		25.00	25.00
Kitchen per hour		25.00	25.00
Stage per hour		25.00	25.00
<b>Hire of trestles and chairs (away from hall)</b>			
Trestles (each)		5.00	5.00
Chairs (each)		5.00	5.00
Refundable deposit for 1-20 chairs		85.00	85.00
Refundable deposit for more than 20 chairs		115.00	115.00
Crockery breakages (at hall)		At cost	At cost
<b>NASEBY HALL</b>			
Whole day hire (not exceeding 24 hours)		105.00	105.00
Half day hire (not exceeding 4 hours)		40.00	40.00
Hourly rate if less than half day		20.00	20.00
<b>NASEBY PAVILION</b>			
Whole day hire (not exceeding 24 hours)		35.00	N/A
Half day hire (not exceeding 4 hours)		20.00	N/A
<b>WAIPIATA HALL</b>			
24 hour period		105.00	105.00
Hourly rate		8.00	8.00
Waipiata Darts Club per annum		405.00	405.00
<b>WALLACE MEMORIAL HALL</b>			
Whole day hire (not exceeding 24 hours)		35.00	35.00
Half day hire (not exceeding 4 hours)		20.00	20.00

	<b>PROPERTY AND COMMUNITY FACILITIES</b>	<b>2021/22 includes GST</b>	<b>2020/21 includes GST</b>	
<i>A \$200 bond is required for social functions.</i>	<b>RANFURLY HALL</b>			
	Meetings	55.00	55.00	
	Meetings in supper room (hourly rate)	20.00	20.00	
	Furniture auctions	55.00	55.00	
	Local concerts	90.00	90.00	
	Visiting artists and concerts	120.00	120.00	
	Weddings and cabarets etc	180.00	180.00	
	Local schools: sports day / events (subject to conditions)	No charge	No charge	
	<b>PATEAROA HALL</b>			
	Whole day hire and funerals	105.00	105.00	
	Half day hire	35.00	35.00	
	Meeting room (locals)	20.00	20.00	
	Meeting room (non-locals)	30.00	30.00	
	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>This hall is now under Council management. Fes last set by community hall committee in 2007. Fees in line with other provincial halls but with a discount as hall is in poor condition.</i>	<b>OMAKAU HALL</b>			
	Whole day hire (not exceeding 24 hours)	60.00	60.00	
	Half day hire (not exceeding 6 hours)	25.00	25.00	
	Hourly rate	7.00	7.00	
		<b>Hire of trestles and chairs (away from hall)</b>		
		Trestles (each)	5.00	5.00
		Chairs (each)	1.00	1.00
<i>A \$200 bond is required for social functions.</i>	<b>ROXBURGH ENTERTAINMENT CENTRE</b>			
	<b>Theatre</b>			
	Evenings	310.00	310.00	
	Conferences	310.00	310.00	
	Matinees, meetings and rehearsals	150.00	150.00	
	Hourly rate for non-profits groups only	20.00	20.00	
		<b>Dance Hall</b>		
	Commercial whole day (social functions, weddings, funerals)	310.00	310.00	
	Commercial half day (social functions, weddings, funerals)	150.00	150.00	
	Hourly rate for non-profit groups only	20.00	20.00	
		Track lighting (per day) room (per day)	55.00	55.00
		Track lighting - supper	30.00	30.00



<b>PROPERTY AND COMMUNITY FACILITIES</b>		<b>2021/22 includes GST</b>	<b>2020/21 includes GST</b>
<i>Track lighting is additional to all other fees.</i>	Track lighting - dance hall (per day)	30.00	30.00
<i>A \$200 bond is required for social functions in the Stadium</i>	<b>Kitchen</b>		
	Commercial hire whole day (social functions, weddings, funerals)	150.00	150.00
	Commercial half day (social functions, weddings, funerals)	105.00	105.00
	Hourly rate for non-profit groups only	20.00	20.00
	Whole complex (non-discountable)	570.00	570.00
	<b>ROXBURGH MEMORIAL HALL</b>		
	<b>Whole Hall</b>		
	Whole day hire (not exceeding 24 hours)	105.00	105.00
	Half day hire (not exceeding 6 hours)	40.00	40.00
	Hourly rate	20.00	20.00
	<b>MANIOTOTO STADIUM</b>		
	Stadium sports session (not exceeding 2 hours)	20.00	20.00
	Stadium sports session (not exceeding 4 hours)	35.00	35.00
	Stadium only (day rate – not exceeding 24 hours)	115.00	115.00
	Stadium / kitchen / bar (day rate) weddings, cabarets	170.00	170.00
	Stadium frost cloth canopy	300.00	300.00
	Local schools sports day / events (subject to conditions)	No charge	No charge
	<b>Rugby Clubrooms</b>		
	Rugby clubrooms (day rate – not exceeding 8 hours)	85.00	85.00
	Rugby clubrooms (half day rate – not exceeding 4 hours)	45.00	45.00
	Rugby clubroom / kitchen / bar (day rate not exceeding 24 hours)	145.00	145.00
	Rugby clubroom / kitchen / bar (half day rate not exceeding 4 hours)	70.00	70.00
	Local schools sports day / events (subject to conditions)	No charge	No charge
	<b>Kitchen</b>		
	Kitchen whole day (not exceeding 24 hours)	55.00	55.00
	Kitchen half day (not exceeding 4 hours)	27.00	27.00
	<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	1550.00	1550.00

<b>PROPERTY AND COMMUNITY FACILITIES</b>		<b>2021/22 includes GST</b>	<b>2020/21 includes GST</b>
A&P Association (per show)		825.00	825.00
<b>Maniototo seasonal toilets</b>			
Maniototo Summer seasonal toilets (Nov-May) - open toilets outside of the season		30.00	N/A
Service toilets outside of season - daily fixed charge		15.00	N/A
<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
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>SERVICE CENTRES, i-SITES AND LIBRARIES</b>		<b>2021/22 includes GST</b>	<b>2020/21 includes GST</b>
<i>Located at Alexandra, Cromwell, Ranfurly and Roxburgh</i>	<b>VISITOR INFORMATION CENTRES</b>		
	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
	<b>DISPLAY</b>		
	Wall / poster (6 months) A1	310.00	310.00
	Wall / poster (full year) A1	520.00	520.00
	Local operators (per brochure per centre per annum)	115.00	115.00
	Outside region operators (per brochure per centre per annum)	200.00	115.00
	Commercial series publications per centre	562.00	562.00
	Commercial series publications all four centres	1405.00	1405.00
	Commercial individual publications (per centre per annum)	172.00	172.00
	<b>BIG FRUIT EVENT SIGNS (Includes install / removal costs)</b>		
	6 signs available (maximum 2 signs per event booking)		
	Commercial event per event, per sign frame	350.00	350.00
	Non-commercial event per event, per sign frame	50.00	50.00
	<b>EVENT BANNERS</b>		
	Banner install / removal and fixings per sign - Big Fruit Reserve	50.00	50.00
	Banner install / removal and fixings per sign on FlagTrax system	10.00	10.00
	<b>PLASMA TV OPERATOR ADVERTISING</b>		
	Per month	42.00	42.00
	Per 6 months (summer / winter)	187.00	187.00
	Per year	338.00	338.00
	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
	<b>SCANNING</b>		
	A4 per sheet up to 20 sheets	0.20	0.20
	A4 per sheet more than 20 sheets	0.20	0.20
A3 per sheet up to 20 sheets	0.50	0.50	
A3 per sheet more than 20 sheets	0.50	0.45	
A2, A1 & A0	1.00	1.00	
<b>FAX CHARGES</b>			
All locations up to 3 pages (per fax)	3.00	3.00	
Additional pages per page	N/A	0.50	

<b>SERVICE CENTRES, i-SITES AND LIBRARIES</b>	<b>2021/22 includes GST</b>	<b>2020/21 includes GST</b>
<b>WORD PROCESSING</b>		
Per hour	46.00	46.00
<b>LIBRARIES</b>		
Interloan books from outside district (plus and externally imposed charges per book)	Up to \$15	Up to \$15
Replacement cards	5.00	5.00
<b>OVERDUE BOOKS (per book per day)</b>		
Adults	0.20	0.20
DVDs (per week)	3.00	3.00
Lost / Damaged books	Replacement cost & \$10.00 processing fee	Replacement cost & \$10.00 processing fee
<b>COMPUTER USE</b>		
Half-hour	2.00	2.00
<b>PHOTOCOPYING AND PRINTING</b>		
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
A2, A1 & A0 per sheet (black & white)	N/A	15.00
A2, A1 & A0 per sheet (colour)	N/A	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)	36.00	36.00
<b>SCANNING</b>		
A4 per sheet up to 20 sheets	0.20	0.20
A4 per sheet more than 20 sheets	0.20	0.20
A3 per sheet up to 20 sheets	0.50	0.50
A3 per sheet more than 20 sheets	0.45	0.45
A2, A1 & A0	N/A	1.00

<b>COMMUNITY, ECONOMIC AND STRATEGIC DEVELOPMENT</b>	<b>2021/22 Includes GST</b>	<b>2020/21 Includes GST</b>
<b>TOURISM CENTRAL OTAGO</b>		
Booking commission on operator bookings via website booking engine	N/A	10-20%
Central Otago related products / operators registration fee (outside region operators as approved by Tourism Central Otago)	up to \$1000.00	345.00
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

<b>GOVERNANCE AND CORPORATE SERVICES</b>	<b>2021/22 Includes GST</b>	<b>2020/21 Includes GST</b>
<b>PHOTOCOPYING AND PRINTING</b>		
A4 per sheet up to 20 sheets (black and white)	Refer to Service Centres and Libraries	0.20
A4 per sheet up to 20 sheets (colour)	Refer to Service Centres and Libraries	1.30
A4 per sheet more than 20 sheets (black and white)	Refer to Service Centres and Libraries	0.10
A4 per sheet more than 20 sheets (colour)	Refer to Service Centres and Libraries	0.60
A3 per sheet up to 20 sheets (black and white)	Refer to Service Centres and Libraries	0.40
A3 per sheet up to 20 sheets (colour)	Refer to Service Centres and Libraries	2.00
A3 per sheet more than 20 sheets (black and white)	Refer to Service Centres and Libraries	0.20
A3 per sheet more than 20 sheets (colour)	Refer to Service Centres and Libraries	1.00
A4 double sided (black and white)	Refer to Service Centres and Libraries	0.40
A4 double sided (colour)	Refer to Service Centres and Libraries	2.00
A3 double sided (black and white)	Refer to Service Centres and Libraries	0.80
A3 double sided (colour)	Refer to Service Centres and Libraries	4.00
A2, A1 & A0 per sheet (black & white)	Refer to Service Centres and Libraries	15.00
A2, A1 & A0 per sheet (colour)	Refer to Service Centres and Libraries	18.00
Own paper per sheet (black and white)	Refer to Service Centres and Libraries	0.10
Own paper per sheet (colour)	Refer to Service Centres and Libraries	0.60
Own paper double sided per sheet (black and white)	Refer to Service Centres and Libraries	0.20
Own paper double sided per sheet (colour)	Refer to Service Centres and Libraries	1.00
Providing of regular meeting agenda (per agenda)	Refer to Service Centres and Libraries	36.00
<b>SCANNING</b>		
A4 per sheet up to 20 sheets	Refer to Service Centres and Libraries	0.20
A4 per sheet more than 20 sheets	Refer to Service Centres and Libraries	0.20
A3 per sheet up to 20 sheets	Refer to Service Centres and Libraries	0.50
A3 per sheet more than 20 sheets	Refer to Service Centres and Libraries	0.45



<b>GOVERNANCE AND CORPORATE SERVICES</b>	<b>2021/22 Includes GST</b>	<b>2020/21 Includes GST</b>
A2, A1 & A0	Refer to Service Centres and Libraries	1.00
<b>FAX CHARGES</b>		
All locations up to 3 pages (per fax)	Refer to Service Centres and Libraries	3.00
Additional pages per page	Refer to Service Centres and Libraries	0.50
<b>WORD PROCESSING</b>		
Per hour	Refer to Service Centres and Libraries	46.00
<b>REFUNDS</b>		
Administration fee	25.00	25.00
<b>RATING SERVICES</b>		
Water rates final read	40.00	40.00
Water rates final self-read	No charge	No charge
Printed copy of complete Rating Information Database	460.00	460.00
<b>MAPS / AERIAL PHOTOGRAPHY</b>		
<b><i>Printing as per the above photocopying charges</i></b>		
Custom maps (per hour cost)	102.00	102.00
Electronic copies of aerials	POA	POA
<b>PROJECTOR</b>		
Projector hire (per day)	51.00	51.00
<b>RECORDS, ARCHIVES AND LOCAL GOVERNMENT OFFICIAL INFORMATION AND MEETINGS ACT</b>		
Records, archives and official information request time spent by staff searching for relevant material, abstracting and collating, copying, transcribing and supervising access where the total time involved is in excess of one hour should be charged out as follows, after the first hour. This is at the discretion of Council and will be discussed at time of engagement.		
First 1 hour	No charge	No charge
Every half hour <b>after</b> the first 1 hour	38.00	38.00
For additional half hour or part thereof	N/A	38.00
<i>Council's preferred method for delivery of the requested information is digitally for sustainability purposes. If you require the information to be printed or posted, please refer to Service Centres and Libraries section.</i>		



# POLICIES





# Revenue and Financing Policy

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## Purpose:

This policy sets out the 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 and has considered the principles of our Financial Strategy.

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 district ward rating areas.

## Principles and objectives:

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 considered during that deliberation were:

- Community outcomes to which an activity contributes
- The distribution of benefits between the community, 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.

## Scope:

This Policy applies to Central Otago District Council staff and elected members.

## Definitions:

UAGC - Uniform Annual General Charge (Also refer to Rating Policy for further explanation).

## Policy:

### 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 consider 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 over time. 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 when 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 choose 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 recognises 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 at 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. Targeted rates may also be set as an alternative to lump sum contributions for capital projects.

### Lump sum contributions

Lump sum contributions are used to fund capital projects and will be charged to ratepayers at the time of connection.

### 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:

- 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 are 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 several sources, for example, historical funds, proceeds from the sale of assets and proceeds from the sale of endowment land.

It is intended that 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 Council groups works in one year, but equalises 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 across the District may also be sold in order to fund capital projects and reduce borrowings.


ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
<b>THREE WATERS</b>							
<b>THREE WATERS</b>  <p>The Dollar, The Rate and Through Economy  The Happier, The Healthier Connected Community  Taste to Whom Sustainable Environment</p>	<b>Water</b> Council supplies 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, Council 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.			Majority fixed charge per connection or serviceable rating unit		Residually funded by volumetric charge per unit from metered water supply	Residual grants and water fees
<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>							






ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
	<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, Council capture costs through our Trade Waste Bylaw.</p>			Majority fixed charge per connection or serviceable rating unit		Lump sum contribution to fund new wastewater scheme and connection	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 uses and rest homes for the elderly will apply.</p> <p>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</p>				Fully funding from district-wide rate on capital value		

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
	<p>permeate into the ground. Council has 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>						
		This is funded by a rate on capital value to reflect the fact that all ratepayers derive a benefit from this activity.					
<p><b>ROADING</b></p>  <p><small>He Ora e Ora Rau e ora Through Economy</small>   <small>He Hapori, He Hauae Connected Community</small>   <small>Taki te Whenua Sustainable Environment</small></p>	<p>Subsidised Roading – A core service for the public providing roads, bridges, road marking, signage, lighting, road safety and transport planning. The public benefits from our roading</p>	<p>Minority general rate, assessed differentially</p>					<p>Majority subsidy and fuel tax</p>


ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
	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.	This is funded by a rate on land value to reflect the fact that all ratepayers derive a benefit from this activity.					
	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.				Majority district-wide rate set on capital value	Minority funded by inspection fees	
		This is funded by a rate on capital value to reflect the fact that all ratepayers derive a benefit from this activity.					


ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
<b>ENVIRONMENTAL SERVICES</b>							
<b>ENVIRONMENTAL SERVICES</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. Council 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 and residual grants and subsidies
		<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>					



ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
<b>PLANNING AND REGULATORY</b>							
<b>PLANNING AND REGULATORY</b> 	<p>Council prepare and manage the District Plan under the Resource Management Act (RMA). The District Plan controls the way Council 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. Council implements the District Plan by processing resource consent and LIM applications for individuals, companies and groups</p>				Majority funded from a targeted rate set by district		Resource consent and enforcement fees
		<p>Council waives 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>					


ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
<b>BUILDING CONTROL</b>  <p>The purpose of building control is to uphold public safety in generally privately owned buildings. Council 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>				Residual targeted rate set by district		Majority building consent fees	
<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.</p>				Residual targeted rate set by district		Majority enforcement fees	







ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
	Premises directly benefit also by receiving certification that they are safe and comply with the law.						
<b>DOG CONTROL AND REGISTRATION</b>  <small>The Otara - One Place and Thriving Economy</small> <small>The Hāpū, He Hāuiri, Council's Community</small> <small>Taiti te Whenua Sustainable Environment</small>	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.						Full funding from registrations and fines

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
<b>COMMUNITY DEVELOPMENT</b>  <p><small>He Ohau e Ora Rau eua Thriving Economy</small>    <small>He Hapori, He Haunui Connected Community</small>    <small>Tata te Whenua Sustainable Environment</small></p>	<p>We facilitate community planning and a modest promotional grants fund. There is direct benefit in community planning which assists our communities to grow in a sustainable way.</p>		<p>Full funding from UAGC</p>				



ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
<b>POOLS, PARKS AND CEMETERIES</b>							
<b>PARKS AND RECREATION</b>  <small>He Ōrāke o Ōtautahi Thriving Economy</small> <small>He Hāpori, He Hāpori Connected Community</small> <small>Taiti ki Whānau Sustainable Environment</small>	<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>			Majority targeted rate set by ward and district, assessed differentially			Minority user charges and residual grants and subsidies
<p>The targeted rate will be assessed based on 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>  <small>He Ōrāke o Ōtautahi Thriving Economy</small> <small>He Hāpori, He Hāpori Connected Community</small> <small>Taiti ki Whānau Sustainable Environment</small>	<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</p>			Residual targeted rate set by ward			Majority fees



ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
	the maintenance of burial records, maintenance of cemetery grounds, burial of human remains, interment of human ashes and protection of the district's heritage.						
The targeted rate will be assessed on the basis of where the rateable land is situated and assessed by rating unit.							
<b>SWIMMING POOLS</b>  <small>He Orake e Ora Zaha ana Thriving Economy</small> <small>He Papanui, He Huarua Camaraderie Community</small> <small>Taitia te Whenua Sustainable Environment</small>	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.			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.							


ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
<b>PROPERTY AND COMMUNITY FACILITIES</b>							
<b>ELDERLY PERSONS' HOUSING</b>  <p><small>He Orake e Ora Zaira ana Thriving Economy</small>   <small>He Hapori, He Huarahi Connected Community</small>   <small>Taiti ki Whenua Sustainable Environment</small></p>	<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
<b>PUBLIC TOILETS</b>  <p><small>He Orake e Ora Zaira ana Thriving Economy</small>   <small>He Hapori, He Huarahi Connected Community</small>   <small>Taiti ki Whenua Sustainable Environment</small></p>	<p>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.</p>			Full funding obtained from a targeted rate set by district			

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
<p><b>FORESTRY</b></p>  <p>He Oranga o Te Taiao Thriving Economy</p> <p>He Hāpori, He Hāwanui Connected Community</p> <p>Taiti ki Whānau Sustainable Environment</p>	<p>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.</p>						<p>Sale via tender or quote</p>
<p><b>PROPERTY</b></p>  <p>He Oranga o Te Taiao Thriving Economy</p> <p>He Hāpori, He Hāwanui Connected Community</p> <p>Taiti ki Whānau Sustainable Environment</p>	<p>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.</p>				<p>Residual targeted rate set by ward</p>		<p>Majority market rents</p>





ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL 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 alternative 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 hydroelectric dams</p>					<p>Majority landing fees and rental</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 AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
<b>SERVICE CENTRES AND LIBRARIES</b>							
<b>REGIONAL TOURISM</b>  <p><small>He Ora e Ora Rau eua Thriving Economy</small>   <small>He Hapori, He Huarahi Connected Community</small>   <small>Taiti te Whenua Sustainable Environment</small></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 5.37, Dams and Utilities 0.69.							
<b>LIBRARIES</b>  <p><small>He Ora e Ora Rau eua Thriving Economy</small>   <small>He Hapori, He Huarahi Connected Community</small>   <small>Taiti te Whenua Sustainable Environment</small></p>	<p>Our libraries promote literacy, education and the exchange of information and ideas. We run libraries in Alexandra, Clyde,</p>			Majority targeted rate set by District		Minority fees, fines and charges	

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
	<p>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>						
		The targeted rate will be assessed by rating unit.					
<p><b>SERVICE CENTRES</b></p>  <p><small>The Otago One Place and Thriving Economy</small>  <small>The Happier, He Healthier Connected Community</small>  <small>Taiti te Whenua Sustainable Environment</small></p>	<p>We operate Service Centres in Cromwell, Roxburgh and Ranfurly. These provide the community with access to Council services such as payment of rates, building</p>						Minority funded by internal cost transfer residual fees and charges


ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
	control, consent applications, access to property files and lodging service requests.						

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
<b>COMMUNITY, ECONOMIC AND STRATEGIC DEVELOPMENT</b>							
<p><b>BUSINESS DEVELOPMENT</b></p>  <p><small>The Oribara One Riba one Turning Economy</small>   <small>The Hapori, He Huaru Caring Community</small>   <small>Taita te Whenua Sustainable Environment</small></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		



ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
		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.					
<b>TOURISM</b>  <small>He Ora e Ora Rise ana Thriving Economy</small> <small>He Hapori He Huarua Connected Community</small> <small>Taiti te Whenua Sustainable Environment</small>	<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	


ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
		Differentials assessed on land use: Residential 1.00, Rural 0.77, Commercial/Industrial 5.37, Dams and Utilities 0.69.					
<b>CENTRAL OTAGO REGIONAL IDENTITY</b> 	<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 by general rate, differential on hydroelectric dams</p>					



ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
		General rates differential assessed on hydro-electric dams to keep their change in rates in line with the total change in rates.					
<b>PROMOTIONS AND GRANTS</b>  <p>The Ontario One Rate and Thriving Economy  The Heart of the Heartland  Cascadia Community  Tatta to Whistler  Sustainable Environment</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 hydroelectric 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>Residual grants and subsidies</p>	

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
		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 5.37, Dams and Utilities 0.69. Community Board grant differentials based on the location of the rating unit.					

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
<b>GOVERNANCE AND CORPORATE SERVICES</b>							
<b>GOVERNANCE</b>  <small>The Ombudsman's Office The Ombudsman's Office Taitā te Whānau</small>	<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>		<p>Full funding of Councillors from UAGC</p>	<p>Community Boards targeted rate set by ward</p>			
The targeted rate will be assessed on the basis of where the rateable land is situated.							
<b>EMERGENCY MANAGEMENT</b>  <small>The Ombudsman's Office The Ombudsman's Office Taitā te Whānau</small>	<p>We have the responsibility to plan and provide for civil defence emergency management within the district. This activity is for the safety of our community, as any part or all of the District may be affected by an emergency event.</p>				<p>Full targeted rate set by district</p>		

ACTIVITY GROUP AND COMMUNITY OUTCOME	RATIONALE FOR ALLOCATION	FUNDING SOURCE					FEES AND CHARGES
		GENERAL RATE		TARGET RATE			
		LAND VALUE	UNIFORM ANNUAL GENERAL CHARGE (UAGC)	FIXED CHARGE	CAPITAL VALUE	OTHER	
	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.						
<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.</p> <p>Residents requesting information or staff time is a direct private benefit.</p>						Staff time charged and 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.
10. The Local Government Rating Act 2002 defines matters that may be used to define categories of rateable land. These are outlined below as per Schedule 2 of the Rating Act. CODC Uses Schedule 2 to define the apportionment of land for rateable purposes, and for the setting of differentials.

# Rating Policy

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## 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 Schedule 1 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.

### Schedule of rates (Funding Impact Statement – rates)

#### 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 2021
- 22 November 2021
- 21 February 2022
- 20 May 2022

## Charges for metered water will be due on

Bannockburn, Ranfurly, Naseby, Patearoa, Omakau, Clyde and Roxburgh:

- 21 October 2021, reading taken in September 2021
- 21 April 2022, reading taken in March 2022

Cromwell and Pisa Moorings:

- 23 December 2021, reading taken in November 2021
- 23 June 2022, reading taken in May 2022

Alexandra:

- 25 November 2021, reading taken in October 2021
- 26 May 2022, reading taken in April 2022

Read dates are an approximation depending on property numbers.

## Penalties

The Council will apply penalties under section 57 and 58 of the Local Government (Rating) Act 2002 on unpaid rates (other than metered water rates) as follows:

- 10% on any outstanding amount of any instalment not paid by the due date.
- The penalty will be applied on 27 August 2021, 26 November 2021, 28 February 2022 and 27 May 2022 respectively for each instalment;
- 10% on amounts outstanding from earlier years, such penalty being applied on 1 October 2021 and 1 April 2022.
- Requests for waiver of penalties should be sent, in writing, to the Rates Officer as per Council Remission of Penalties Policy.

The Council will apply penalties under section 57 and 58 of the Local Government (Rating) Act 2002 on unpaid metered water rates as follows:

- 10% on any metered water rates unpaid after the due date. The penalty will be applied on the date below for the respective instalments:
  - Bannockburn, Ranfurly, Naseby, Patearoa, Omakau, Clyde and Roxburgh - 29 October 2021 and 29 April 2022
  - Cromwell and Pisa Moorings - 21 January 2022 and 30 June 2022
  - Alexandra - 3 December 2021 and 3 June 2022
- Requests for waiver of penalties on water accounts should be sent, in writing, to the Water Billing Officer, in accordance with the Council's Remission of Penalties Policy.

## Differentials based on land use

The Council proposes to use this matter to differentiate the general rate, tourism rate, promotion rate, wastewater rate (Second and subsequent pan/urinal).

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 overall average increase in rates.

Large Dams: Clyde Dam – Earnsclough and Roxburgh Dam – Roxburgh. Paerau Dam – Maniototo Teviot Dams – Roxburgh. All other properties.

### Tourism and Promotion

Residential – all rating units categorised as residential by Council's valuation service provider.

Rural – all rating units used categorised as dairy, horticulture, forestry, mining, lifestyle or specialist agricultural use by Council's valuation service provider.

Commercial and industrial – all rating units categorised as commercial or industrial by Council's valuation service provider.

Dams, utilities and other - the Clyde Dam, Roxburgh Dam, Paerau Dam, Teviot Dam and all rating units categorised as utilities by Council's valuation service provider, sports groups and other non-commercial community groups.

### Wastewater Additional Pan / Urinal

Commercial properties providing accommodation including motels, camping grounds and commercial rest homes for the elderly.

## Differentials based on location

### Molyneux Park rate

- The Council uses this 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

*Refer to the Molyneux Park map on the Council website under Property & Rates quick links.*

### Ward services, work and services charge, recreation and culture charge and promotions rate

These rates are assessed differentially on the following locations:

- Vincent – the area covered by the Vincent Community Board
- Cromwell – the area covered by the Cromwell Community Board
- Teviot Valley – the area covered by the Teviot Valley Community Board
- Maniototo – the area covered by the Maniototo Community Board

*Refer to the ward map on the Council website under Property & Rates quick links*

## 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 wastewater system but is within 100 metres of a wastewater network

### 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 network

### Environmental Services - Waste Management

The categories for 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
- Additional rubbish bin: additional rubbish bins supplied over and above the initial supply of service
- Additional mixed recycle bin: additional mixed recycle bins supplied over and above the initial supply of service
- Additional glass recycle bin: additional glass recycle bins supplied over and above the initial supply of service

## 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 water supply are shown below:

CONNECTED (LATERAL PROVIDED) \$	SERVICEABLE (NO LATERAL PROVIDED) \$
358.84 per connection	179.16

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 the Council Water Supply Bylaw 2008. The charge will be \$0.60 per cubic metre for all users on a Council supply with either a water meter, or an unmetered restricted flow.

### Waste Minimisation and Waste Collection Charges

Where the Council waste collection service is available, the charge is set on the basis of the number of containers of waste that the Council collects as part of its standard waste collection service, which is one household rubbish bin, one mixed recycling bin and one glass recycling bin. Household rubbish will be collected fortnightly and each recycling bin will be collected four-weekly. Where a household rubbish bin, mixed recycling bin or glass recycling bin is provided in addition to the standard services, Council will charge additional rates per additional bin. Standard waste collection service is compulsory for all improved residential rating units that are situated within a collection area.

*Refer to the Ward map on the Council website under Property & Rates quick links.*

WASTE MINIMISATION AND COLLECTION RATES AND CHARGES		\$
Waste minimisation with collection, three bins (availability of service)	Per rating unit	448.89
Waste collection additional household rubbish bin (red)	Per additional bin	266.85
Waste collection additional mixed recycling bin (yellow)	Per additional bin	56.06
Waste collection additional glass recycling bin (blue)	Per additional bin	56.06

The Council sets a waste minimisation charge which contributes to Environmental education and districtwide waste collection activities such as public bins. All residential land in the district is liable for this charge which is a uniform amount per rating unit.

WASTE MINIMISATION AND COLLECTION RATES AND CHARGES		\$
Waste minimisation charge (no collection from rating unit)	Per rating unit	69.92

### Wastewater Rates and 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 that is 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 is rated 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 sets a targeted rate as a uniform charge for each additional pan or urinal in excess of one for those rating units providing commercial accommodation or commercial rest homes for the elderly. The rates for this service are shown below:

<b>CONNECTED (LATERAL PROVIDED) \$</b>	<b>SERVICEABLE (NO LATERAL PROVIDED) \$</b>	<b>ADDITIONAL PAN ACCOMMODATION \$</b>
492.92	246.14	123.07

The Council sets a targeted rate for wastewater management as a fixed charge per rating unit within Clyde (identified by Valuation Roll 28461).

	<b>\$</b>
Clyde Wastewater Management	85.02

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 capital value for each rating unit for housing and property, grants, recreation reserve committees and other works.

<b>WARD/COMMUNITY BOARD</b>	<b>RATE IN \$</b>
Cromwell	0.00003
Maniototo	0.00005
Teviot Valley	0.00005
Vincent	0.00009

*Refer to the Ward map on the Council website under Property & Rates quick links.*

The Council sets a targeted rate for unsubsidised roading, stormwater and public toilets calculated on the basis of capital value on all rateable land in the District.

	<b>RATE IN \$</b>
District Works and public toilets	0.0001457

The Council sets targeted rates for ward services within each ward on the basis of a uniform charge for each rating unit. The rates are shown in the table below:

<b>WARD/COMMUNITY BOARD</b>	<b>PER RATING UNIT \$</b>
Cromwell	33.97
Maniototo	83.08
Teviot Valley	93.34
Vincent	38.90

*Refer to the Ward map on the Council website under Property & Rates quick links.*

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 as shown in the table below:

*Refer to the Ward map on the Council website under Property & Rates quick links.*

WARD/COMMUNITY BOARD	PER RATING UNIT \$
Cromwell	594.28
Maniototo	627.56
Teviot Valley	373.91
Vincent	488.77

*Refer to the Ward map on the Council website under Property & Rates quick links.*

Recreation and culture charges fund the operations and maintenance of parks and reserves, swimming pools, museums, sports club loan assistance, community halls and other recreation facilities and amenities.

The Council sets a targeted rate for Molyneux Park differentially across the District. This is set as a fixed charge per rating unit where rating units outside the Vincent Community Board area pay one third of the charge payable by those rating units situated within this area as shown in the table below:

CATEGORY	PER UNIT \$
Molyneux Park Vincent	37.93
Molyneux Park District	12.66

*Refer to the Molyneux Park map on the Council website under Property & Rates quick links.*

The Council sets a targeted rate for library services as a uniform charge per rating unit. The targeted rates will be based as a uniform charge for each rating unit as shown in the table below:

CATEGORY	PER RATING UNIT \$
District Library	96.89

Library charges are applied to operations and maintenance of libraries.

The Council sets a targeted rate for tracks and waterways as a uniform charge per rating unit, across the District. The targeted rate is based as a uniform charge for each rating unit as follows:

CATEGORY	PER RATING UNIT \$
Tracks and waterways	9.98

Tracks and waterways charges are applied to operations and maintenance of facilities associated with Lake Dunstan, the Clutha River and other tracks and waterways throughout the District.

## Promotion

The Council sets a targeted rate for promotion within each community board. For each community board, the rate will be on a differential basis, based on the use to which the rating unit is placed (as defined in the general rate category). The targeted rates are based on the capital value of all rating units as shown in the table as follows:

<b>RATES IN \$</b>	
<b>Cromwell Community Board</b>	
Commercial and industrial	0.0000925
Residential	0.0000172
Rural	0.0000133
Dams and utilities	0.0000119
<b>Vincent Community Board</b>	
Commercial and industrial	0.0000479
Residential	0.0000089
Rural	0.0000069
Dams and utilities	0.0000062
<b>Teviot Community Board</b>	
Commercial and industrial	0.0000132
Residential	0.0000025
Rural	0.0000019
Dams and utilities	0.0000017
<b>Maniototo Community Board</b>	
Commercial and industrial	0.0000246
Residential	0.0000046
Rural	0.0000035
Dams and Utilities	0.0000031

The rate revenue is used to provide grants to promote local areas within the District.



## Planning and Environment

The Council sets a planning and environment rate on all rating units. The rate is based on the capital value of all rating units in the District according to the table below:

RATES IN \$	
Planning and Environment	0.0002215

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 all rating units. The rate is based on the capital value of all rating units in the District according to the table below:

RATES IN \$	
Economic Development	0.0000174

## Tourism

The Council sets a tourism rate on a differential basis based on use (with the differential categories being “residential”, “rural”, “commercial and industrial”, “dams and utilities”) on all rating units (as defined in the general rate category). The rate is based on the capital value of all rating units in the District except “sport and recreation” in accordance with the table below:

RATES IN \$	
Residential	0.0000729
Rural	0.0000562
Commercial and industrial	0.0003916
Dams, utilities	0.0000503

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 (as defined in the general rate category). The rate is based on the land value of all rating units in the District according to the table below:

RATES IN \$	
All areas excluding large dams, Paerau dam - Maniototo, and Teviot dam - Roxburgh	0.00107
Large dams	0.15731
Paerau dam – Maniototo	0.07884
Teviot power scheme – Roxburgh	0.11484

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, airports and other infrastructure.

## Uniform Annual General Charge

The Council sets a uniform annual charge on every rating unit.

PER RATING UNIT \$	
All areas	88.19

The uniform annual general charge is used to fund democracy, 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	2021/22 \$000s	2020/21 \$000s
<b>GENERAL RATES</b>		
General Rate	7,760	3,447
Uniform Annual General Charge	1,194	1,340
<b>TARGETED RATES</b>		
Planning and Environment Rate	2,741	2,475
Economic Development Rate	215	266
Tracks and Waterways Charge	135	253
Tourism Rate	1,114	1,108
Waste Management and Collection Charge	4,744	4,257
District Library Charge	1,311	1,429
Molyneux Park Charge	316	431
District Works and Public Toilets Rate	1,803	2,265
District Water Supply	3,704	4,428
District Wastewater	4,276	5,390
<b>WARD TARGETED RATES</b>		
<b>Vincent Community Board</b>		
Vincent Promotion Rate	48	7
Vincent Recreation and Culture Charge	2,794	2,425
Vincent Ward Services Charge	222	252
Vincent Ward Services Rate	433	495
Clyde Wastewater Management	72	72
<b>Cromwell Community Board</b>		
Cromwell Promotion Rate	129	83
Cromwell Recreation and Culture Charge	3,106	2,467
Cromwell Ward Services Charge	178	189
Cromwell Ward Services Rate	142	392
<b>Maniototo Community Board</b>		
Maniototo Promotion Rate	6	-
Maniototo Recreation and Culture Charge	905	748
Maniototo Ward Services Charge	120	120
Maniototo Ward Services Rate	59	96
<b>Teviot Valley Community Board</b>		
Teviot Valley Promotion	2	-
Teviot Valley Recreation and Culture	420	337

<b>REVENUE AND FINANCING MECHANISMS</b>	<b>2021/22 \$000s</b>	<b>2020/21 \$000s</b>
Teviot Valley Ward Services Charge	105	85
Teviot Ward Services Rate	51	57

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

Property Description	2020 Capital Value	2020 Land Value	2020/21 Rates	2021/22 Rates	Change \$	Change %
Alexandra commercial	485,000	160,000	4,069.20	4,060.31	-8.89	-0.2%
Alexandra hotel	960,000	630,000	6,020.32	5,697.23	-323.09	-5.4%
Alexandra lifestyle block	860,000	520,000	1,539.08	1,851.81	312.73	20.3%
Alexandra major motel	4,810,000	1,070,000	14,790.04	13,972.82	-817.22	-5.5%
Alexandra motel	750,000	335,000	3,816.91	3,722.30	-94.61	-2.5%
Alexandra residential	440,000	245,000	2,581.18	2,569.14	-12.04	-0.5%
Bannockburn hotel	1,200,000	680,000	3,638.63	3,941.25	302.62	8.3%
Bannockburn residence	643,000	610,000	1,898.61	2,228.48	329.87	17.4%
Bannockburn vineyard	2,720,000	1,290,000	2,829.04	3,600.20	771.16	27.3%
Clyde commercial	1,290,000	400,000	3,692.32	3,945.16	252.84	6.8%
Clyde motel	1,270,000	620,000	3,956.45	4,198.48	242.03	6.1%
Clyde residence	530,000	255,000	2,087.94	2,222.22	134.28	6.4%
Cromwell commercial	900,000	760,000	3,425.41	3,757.84	332.43	9.7%
Cromwell farm	2,490,000	1,940,000	3,085.74	4,185.64	1,099.90	35.6%
Cromwell large farm	9,500,000	5,380,000	8,320.37	11,253.09	2,932.72	35.2%
Cromwell lifestyle block	1,090,000	580,000	2,003.56	2,431.71	428.15	21.4%
Cromwell major hotel	9,040,000	3,160,000	22,956.33	22,502.15	-454.18	-2.0%
Cromwell motel	2,690,000	1,740,000	9,259.89	9,634.13	374.24	4.0%
Cromwell residence	540,000	340,000	2,680.40	2,772.21	91.81	3.4%
Cromwell storage	4,130,000	1,560,000	6,654.92	7,512.49	857.57	12.9%
Earnsclough lifestyle block	680,000	355,000	1,350.38	1,577.89	227.51	16.8%
Earnsclough orchard	1,670,000	510,000	1,909.22	2,278.22	369.00	19.3%
Earnsclough vineyard	2,330,000	790,000	2,394.24	2,934.39	540.15	22.6%
Maniototo farm	1,750,000	1,430,000	2,464.39	3,377.81	913.42	37.1%
Maniototo large farm	18,660,000	16,050,000	17,958.67	27,327.51	9,368.84	52.2%
Maniototo lifestyle block	305,000	140,000	1,118.61	1,287.66	169.05	15.1%
Maniototo rural - hotel	670,000	210,000	1,550.21	1,780.35	230.14	14.8%
Manuherikia farm	4,630,000	4,080,000	5,557.63	7,700.48	2,142.85	38.6%
Manuherikia large farm	12,800,000	11,200,000	13,887.57	19,737.79	5,850.22	42.1%
Manuherikia lifestyle block	280,000	160,000	1,040.32	1,153.11	112.79	10.8%
Millers flat residence	280,000	49,000	1,186.14	1,318.65	132.51	11.2%
Naseby residence	305,000	102,000	2,509.15	2,482.72	-26.43	-1.1%
Omakau hotel	1,190,000	330,000	6,837.89	6,212.24	-625.65	-9.1%
Omakau residence	380,000	107,000	2,464.41	2,387.78	-76.63	-3.1%
Ophir commercial	1,520,000	160,000	3,398.32	3,665.66	267.34	7.9%
Ophir residence	410,000	122,000	1,860.44	1,927.68	67.24	3.6%
Patearoa residence	210,000	70,000	1,475.03	1,528.70	53.67	3.6%
Pisa Moorings residential	740,000	315,000	2,331.62	2,487.21	155.59	6.7%
Ranfurly - hotel	360,000	144,000	3,417.49	3,292.92	-124.57	-3.6%
Ranfurly commercial property	190,000	32,000	2,477.91	2,413.67	-64.24	-2.6%
Roxburgh - commercial	230,000	104,000	2,326.65	2,279.63	-47.02	-2.0%

# Operational Rating Principles

## Payment Options

Rates may be paid by:

- Cash
- EFTPOS (excluding from a credit card account)
- Direct debit (Council's preferred method of payment)
- Internet transfer or telephone initiated direct credit
- Or by prior arrangement with the Rates Department on (03) 440 0617
- Credit card 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.

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)

## Inspection of and Objection to Rating Information and Records

The Complete Rating Information Database (CRID) and the Rating Information Database 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, 1 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 in accordance with the Local Government (Rating) Act 2002:
  - 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.

## Delegation

Section 132 of the Local Government (Rating) Act 2002 allows Council to delegate the exercise of functions, powers or duties conferred by this Act on the local authority to:

- its chief executive officer; or
- any other specified officer of the local authority.

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 Local Government (Rating) Act 2002) – to the Chief Executive Officer (CEO) and Executive Manager – Corporate Services, acting alone.
2. Authority to determine the reasonable fee payable for supplying a copy of the RID (Section 28 (3) of the Local Government (Rating) Act 2002) – to the Executive Manager – Corporate Services.
3. Authority to determine objections to the RID (Section 29 of the Local Government (Rating) Act 2002) – to the CEO, Executive Manager – Corporate Services and Finance Manager, any two acting jointly.
4. Authority to remove names from the RID (Section 35 (b) of the Local Government (Rating) Act 2002) – to the Executive Manager – Corporate Services, Finance Manager, and Rates Officer acting alone.
5. Authority to determine objections to rates records (Section 39 of the Local Government (Rating) Act 2002) – to the CEO, Executive Manager – Corporate Services and Finance Manager, any two acting jointly.
6. Authority to correct errors in RIDs and Rate Records (Section 40 of the Local Government (Rating) Act 2002) – to the Executive Manager – Corporate Services, Finance Manager and Rates Officer, acting alone.
7. Authority to fix the interest rate to be charged on reassessed rates (Section 42 (3) of the Local Government (Rating) Act 2002) – to the Executive Manager – Corporate Services.



8. Authority to issue invoices based on previous year's rates (Section 50 of the Local Government (Rating) Act 2002) – to the Executive Manager – Corporate Services and Finance Manager, acting alone.
9. Determine agreeable method of rates payments (Section 52 (2) of the Local Government (Rating) Act 2002) – to the Executive Manager – Corporate Services.
10. Authority to impose penalties on unpaid rates (Section 57 and 58 of the Local Government (Rating) Act 2002) - to the Executive Manager – Corporate Services.
11. Authority to remit rates penalties as applied in accordance with section 57 and 58 of the Local Government (Rating) Act 2002 to the Executive Manager – Corporate Services, Finance Manager or Rates Officer acting alone.
12. Authority to remit water rates penalties as applied in accordance with section 57 and 58 of the Local Government (Rating) Act 2002 to the Executive Manager – Corporate Services, Finance Manager, Rates Officer or Water Billing Officer, acting alone.
13. Authority to recover unpaid rates from owner (Section 61 (1) of the Local Government (Rating) Act 2002) – to the Executive Manager – Corporate Services, Finance Manager and Rates Officer, any two acting jointly.
14. Authority to recover unpaid rates from persons other than owners (Section 62 of the Local Government (Rating) Act 2002) – to the Executive Manager – Corporate Services, Finance Manager and Rates Officer, acting alone.
15. Authority to commence proceedings for unpaid rates (Section 63 of the Local Government (Rating) Act 2002) – to the CEO and Executive Manager – Corporate Services, acting jointly.
16. Commencement of rating sale or lease provisions (Section 67 of the Local Government (Rating) Act 2002) – to the CEO and Executive Manager – Corporate Services, acting jointly.
17. Authority to sell by private treaty (Section 72 of the Local Government (Rating) Act 2002) – to the CEO and Executive Manager – Corporate Services, acting jointly.
18. Authority to sell or lease abandoned land (Section 77 to 83 of the Local Government (Rating) Act 2002) – to the Executive Manager – Corporate Services and Property Officer, acting alone.
19. Authority to administer remission and postponement policies (Sections 85 and 87 of the Local Government (Rating) Act 2002) – to the Executive Manager – Corporate Services.

## 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 that 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 to the Rates Officer.

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 earlier of:

- 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.

Penalties will not be applied to rates accounts with an outstanding balance where an agreed payment arrangement is in place.

## 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 Rates Officer. 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 wastewater.

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.

To enable Council to verify that extreme financial circumstances exist, an application must be in writing, on the prescribed form (available at Council offices or website). This form contains a statutory declaration, which must be completed in front of a Justice of the Peace, solicitor or another person authorised to take a statutory declaration. This statutory declaration is a legal document and should be treated as such. Claimants must ensure that information is true and correct to the best of their knowledge and belief. They may face criminal charges if they knowingly make a false oath or affirmation.

This form must also be completed by the registered owner and occupier of the property and must relate to a residential property in the Central Otago District. This form is for residential ratepayers only. This application is not for commercial ratepayers.

This application is valid for 12 months. A consecutive application may be considered, but to a maximum of 2 years in totality. If the sale or transfer of the property is within five years of receiving the remission the ratepayer receiving the remission agrees to re-pay the remission in full as part of the property settlement.

Water, wastewater and refuse charges will be excluded and not subject to remission under the Remission of Rates for Extreme Financial Hardship Policy.

If the ratepayer would not qualify for the DIA rates rebate, Council may remit some of the rates due, based on its assessment of the situation.

Applications must be in writing to the Rates Officer, on the prescribed form (available on our website). This is to enable Council to verify that extreme financial circumstances exist.

## **Remission for Anomalous Rates and/or Inequitable Rates Increases**

The objective is to allow Council to mitigate any unforeseen 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 inequitable 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.

Water, wastewater and refuse charges will be excluded and not subject to remission under this policy.

## **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 to the Rates Officer 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.

Water, wastewater and refuse charges will be excluded and not subject to remission under this policy.

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.

Applications must be made in writing to the Rates Officer and be supported by documented evidence.

Ratepayers who have buildings with a heritage classification may apply for a rates remission providing the following conditions are met:

- Buildings dated pre-1900 or are listed on the Central Otago District Plan Schedule 19.4: Register of Heritage Buildings, Places, Sites and 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.

Eligible ratepayers will receive a 50% remission of rates for two years commencing 1 July on the year following application.

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 improving or developing 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.

Applications must be made in writing to the Rates Officer and be supported by documented evidence.

Each application will be considered by Council on 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/wastewater or refuse collection, or areas used for bars.

Eligible ratepayers will receive a 50% remission of rates for the year commencing 1 July on the year following application.

## **Remission for Crown or Council Land used for Private or Commercial Purposes**

The objective is to ensure lessees using Crown or Council 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.

Application for remission of uniform annual charges must be in writing to the Rates Officer. 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, with the exception of water, wastewater and refuse charges.

Applications for remission under this part of the policy must be in writing to the Rates Officer. The application should include 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 Rates Officer. The application should include 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 that 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 Rates Officer.

Any remission granted shall be for four years, effective 1 July on the year following the application.

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 Rates Officer 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, with the first year being 1 July on the year following the application.

The amount of remission to be granted will be on a case-by-case basis, subject to a maximum of 50% of rates assessed. Water, wastewater and refuse charges will be excluded and not subject to remission under this policy.

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 2008.

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.

At the same time ensuring that consumers retain responsibility for the maintenance of their private reticulation, as required by the Water Supply Bylaw 2008 s9.15.

### 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 (e.g. 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 Executive Manager – Corporate Services 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**

The application will be referred to Council for a decision.

In certain cases, particularly requests for remission for:

- Business development
- Land protected for natural, historic or cultural conservation purposes
- Land affected by natural disaster
- Remission for anomalous rates increases
- Heritage buildings
- Community sporting and other organisations

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.

All other applications for remissions will be decided by the Executive Manager – Corporate Services or duly delegated officer.

# Investment Policy

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## 1. Purpose

- 1.1 Sections 102(2)(c) and 105 of the Local Government Act 2002 (the Act) require local authorities to adopt an investment policy. It discloses the Council's principles of prudent financial management and risk mitigation strategies and they relate to the management of external debt.
- 1.2 The purpose of the policy is to establish a framework and guidelines within which the Council manages its treasury risks. While the Council does not seek to speculatively profit from its treasury activities, it recognises that active and prudent management of all its treasury risks, within defined management parameters, will assist the Council in achieving its overall commercial objectives.
- 1.3 It is recognised that the policy is an evolving document which can be amended and expanded to take account of changes in the Council's operational activities and operating structure. The policy must be regularly monitored for compliance and appropriateness and, where necessary, the document updated with any changes to be approved by the Council through its Annual Plan or Long-term Plan process. Notwithstanding this, a formal review of the policy must be completed every three years, or more frequently if required.
- 1.4 It is also recognised that the Council does not have a dedicated treasury function and the Executive Manager – Corporate Services will effectively be responsible for treasury risk management as well as other duties. Hence it is essential that this policy reflects this structure and the other resources available to assist in this area.
- 1.5 Legal requirements and cross references thereto (including the Act and the Trustee Act 1956) are:

Requirement	Reference
General policy	Entire policy
Shares	Section 8.1
Property held	Section 8.2
Mix of investments	Section 7.1
Revenue from investments	Section 5
Proceeds of sale of assets	Section 9
Procedures and reporting	Schedule 1
Risk assessment and management	Section 6

- 1.6 This policy will be reviewed by Council every three years or as required.

## 2. Principles and objectives

2.1 The objectives of this treasury function should be consistent with the Councils' overall commercial objectives, in particular recognising that the Council is a risk adverse organisation, which does not seek to profit from any speculative treasury activity.

2.2 The primary objectives of this investment policy are:

- Minimise the cost of the Council's borrowings through monitoring and implementation of cost-effective financing techniques giving consideration to balance sheet and other strategic limitations
- To ensure Council has appropriate working capital funds available to carry out its Long-term Plan, Financial Strategy and core objectives
- To ensure that funds are immediately accessible in the event of a disaster or unexpected failure of infrastructure
- To ensure that Council is able to meet its liability commitments as they fall due
- To ensure that legally restricted funds are appropriately accounted for and invested so as to earn reasonable income towards their purposes. (Legally restricted funds include trust funds, and bonds / deposits etc.)
- To ensure that where Council has resolved to set aside investments for particular purposes, these funds earn interest towards those purposes and are readily available when called upon. (It should be recognised that these funds are by policy of Council only and have no enduring legal status that would bind a future Council)
- Maintain dialogue and information flows to the Council's funding providers to enhance the commercial relationship between the parties
- To firstly protect Council/ratepayers capital and to secondly earn an acceptable income
- To ensure that all statutory requirements are met
- Safeguard Council's financial market investments by establishing and regularly reviewing investment parameters and ensuring that all investment activities are carried out within these parameters
- Produce accurate and timely information that can be relied on by senior management and Council for control and exposure monitoring purposes in relation to the investment activities of Council
- Ensure compliance with the Council's financing and borrowing covenants and ratios specified in this document
- Maintain adequate internal controls to minimise operational risk while recognising the limited number of personnel who participate in the Council's treasury function.
- Control cash in an effective and efficient manner.

## 3. Scope

3.1 This document is binding on Council, Committees of Council, Recreation Reserve Committees, Community Boards, Committees of Community Boards and any Trusts whose accounts are incorporated in the Council's Annual Report and Accounts. The term "Council" includes all the above bodies.

## 4. Investing Priorities

4.1 Council's priorities with regards to investing are:

- Disaster relief funds, working capital and contingency liquidity
- Capital expenditure that meets Council goals and strategic plan criteria
- Repayment of debt and internal loans (to reduce external risk exposures)
- Diversify investment portfolios where appropriate
- Financial instruments are diversified in term and institution.

## 5. Acceptable Uses of Investment Funds

5.1 The following are the guidelines for permitted uses of Council's investment funds:

### Income/interest

- Reduction of rates (maintenance and operations)
- Capital expenditure and one-off projects
- Add to capital to increase ability of fund to meet intentions
- Reinvestment as part of a diversified portfolio
- Disaster relief funds and contingency liquidity.

### Capital

- Capital expenditure
- One-off projects
- Disaster relief
- Debt repayment.

## 6. Risk Profile

6.1 This policy ranks investment opportunities as follows:

### High risk

- Equity shares (other than those currently held)
- Real estate, commercial property and unit trusts (other than those properties held for Council operations)
- Forestry
- Managed investment funds
- Community groups and other local investments
- Repayment of current Council debt including internal loans
- Appropriately-rated fixed interest investments
- Cash on short and long term bank deposits should only be transacted with appropriately rated institutions.

6.2 To reduce interest rate exposure, instruments set out in Council's Liability Management Policy may also be utilised as part of this Investment Policy.

## 7. Policy Relating to Cash and Term Investments

7.1 All cash funds for the time being surplus are to be invested in New Zealand Registered Banks with a short term rating of at least A-. The terms or maturities for short term



investments will be a mixture of on call up to 274 days, so that if necessary, the Council can call upon the funds at relatively short notice, after taking into account projected cashflows.

7.2 Longer term investments are entered into where:

- The investments can be traded on an efficient market.

7.3 Approved Investment Categories

7.3.1 Appropriately rated investments are:

- New Zealand Government investments
- New Zealand registered banks
- Local authority stock
- State owned enterprises
- Regional health entities
- Corporates.

7.4 On a case by case basis and approved by Council

- Building societies.

7.4.1 Council will not consider investing with third party institutions unless they meet an acceptable Standard and Poor's (or equivalent) credit rating, where applicable.

## 7.5 Diversification

### 7.5.1 Maximum amount per institution as set out in the table below:

#### Short Term and Long Term Investments (Approved Issuers, Instruments and Limits)

Authorised Asset Classes	Overall Portfolio Limit (as a % of the total portfolio)	Approved Financial Market (must be demonstrated in NZ dollars) Instruments	Credit Rating Criteria: Standard and Poor's or Moody's or Fitch equivalents)	Limit for Each Issuer Subject to Overall Portfolio Limit for Issuer Class
New Zealand Government	100%	<ul style="list-style-type: none"> <li>Treasury bills</li> <li>Government stock</li> </ul>	Not applicable	Unlimited
Rated Local Authorities	70%	<ul style="list-style-type: none"> <li>Commercial paper</li> <li>Bonds/MTNS/FRNS</li> </ul>	Short-term S&P rating of A1 or better Long-term S&P rating of A- or better Long-term S&P rating of A+ or better Long-term S&P rating of AA or better	\$3 million \$2 million \$3 million \$5 million
Unrated Local Authorities	50%	<ul style="list-style-type: none"> <li>Commercial paper</li> <li>Bonds/MTNS/FRNS</li> </ul>	not applicable	\$2 million \$2 million
New Zealand Registered Banks	100%	<ul style="list-style-type: none"> <li>Call/term deposits, bank bills/ commercial papers</li> <li>Bonds/MTNS/FRNS</li> </ul>	Short-term S&P rating of A1 or better Long-term S&P rating of A- or better long-term S&P rating of A+ or better	\$20 million \$3 million \$5 million
State Owned Enterprises	50%	<ul style="list-style-type: none"> <li>Commercial paper</li> <li>Bonds/MTNS/FRNS</li> </ul>	Short-term S&P rating of A1 or better Long-term S&P rating of BBB+ or better Long-term S&P rating of A+ or better	\$3 million \$1 million \$3 million
Corporates*	50%	<ul style="list-style-type: none"> <li>Commercial paper</li> <li>Bonds/MTNS/FRNS</li> </ul>	Short-term S&P rating of A1 or better Long-term S&P rating of A- or better Long-term S&P rating of A+ or better Long-term S&P rating of AA or better	\$2 million \$1 million \$2 million \$3 million

Authorised Asset Classes	Overall Portfolio Limit (as a % of the total portfolio)	Approved Financial Market (must be demonstrated in NZ dollars) Instruments	Credit Rating Criteria: Standard and Poor's or Moody's or Fitch equivalents)	Limit for Each Issuer Subject to Overall Portfolio Limit for Issuer Class
Financials*	30%		Short-term S&P rating of A1 or better Long-term S&P rating of A- or better Long-term S&P rating of A+ or better Long-term S&P rating of AA or better	\$2 million \$1 million \$2 million \$3 million

\* The combined holding of Corporates and Financials shall not exceed 70% of the portfolio

## 7.6 Interest rate risk and term profile

7.6.1 There is a trade-off between availability of funds and interest rate risk. This policy accepts a greater degree of interest rate risk in order to have accessible funds.

## 7.7 Current account management

7.7.1 The current account credit balance should not exceed \$750,000 for more than four continuous working days.

7.7.2 It is permitted to go into overdraft for up to \$500,000 on a maximum of 10 days per year.

## 7.8 Average return - Comparative benchmark

7.8.1 The short term portfolio shall be benchmarked against the published 90 day bank bill rate.

7.8.2 The emphasis is on capital protection rather than maximising returns. Nevertheless, returns should be maximised within the parameters of this policy.

7.8.3 The short term portfolio will be benchmarked against the ANZ 90 day bill index on a quarterly basis.

7.8.4 The long term portfolio will be benchmarked against the ANZ Corporate A Grade Index on a quarterly basis measurement, and this will be required to be within 2.5 and 3.5 years.

Compliance with the benchmarking and duration requirements is not necessary if the nominal value of the portfolio is less than \$20 million.

## 8. Policy on other Forms of Investing

### 8.1 Equity Investments

8.1.1 Equity investments may be entered into by specific resolution of Council. Any equity sales must be by specific resolution of Council unless the shares are externally managed through a managed equity fund.

### 8.2 Real Estate, Commercial Property and Unit Trusts

8.2.1 There will be:

- Investment allowed by way of specific resolution of the Council
- Investment in property not directly contributing to community outcomes/activities where the investment is supported by a positive business case and provides income in addition to rating income.

### 8.3 Forestry

8.3.1 Existing forestry investment will continue having regard to existing contractual Arrangements, commercial return, best forms of land use, environmental and community outcomes.

8.3.2 Additional investment in forestry is permitted:

- On existing Council land subject to approval by Council, providing there is reasonable evidence to suggest that it is the best and highest use of that land; or
- In conjunction with meeting other goals, in which case it becomes a higher priority investment.

8.3.3 Expenditure incurred in developing and growing forestry will be treated as capital/investing expenditure for accounting purposes. Forestry will be valued annually at fair value less estimated costs to sell in the Council's Annual Report.

### 8.4 Repayment of Debt

8.4.1 Subject to Council resolution or a stated intention in the Annual Plan, it is permitted to use existing funds to repay debt, providing suitable internal arrangements are put in place to prevent any change in rates distribution among particular groups of ratepayers.

### 8.5 Community Groups

8.5.1 If there is to be investment in a community group, then:

- Consideration will be given as to whether a guarantee would be more appropriate
- Funds will only be lent upon a resolution of the Council
- No funds are to be lent until all conditions of approval are satisfied and it is unconditional.

8.5.2 A community group is defined as a non-profit locally based group.

8.5.3 Minimum securities and assurances are:

- Going concern assurance from committee; and
- Written agreement that assets financed will vest in Council or the community and will not be offered as security to any other party; and
- Legal advice and formalised security to be obtained for sums over \$25,000 unless for buildings on Council land that would already vest in the Council pursuant to a clause in a lease document that has been prepared pursuant to legal advice; and
- Provision of annual audited accounts or, if in inaugural year, projections/budgets.

8.6 Advances to promote other objectives will be made:

- Only by specific resolution of Council; and
- Council require first mortgage over the property / assets

8.7 Market interest rates will be charged or where economic benefit to the District/community is considered greater sole discretion is given to Council.

8.8 New Zealand Local Government Funding Authority (LGFA)

8.8.1 Despite anything earlier in this policy, Council may invest in shares and other financial instruments in the LGFA, and may borrow to fund that investment. The Council's objective in making such an investment will be to:

- Obtain a return of the investment, and
- Ensure that the LGFA has sufficient capital to become and remain viable, meaning that it continues as a source of debt funding for Council.

8.8.2 Because of the dual objective, the Council may invest in LGFA shares in circumstances in which the return on investment is potentially lower than the return it could achieve with alternative investments

8.8.3 If required in connection with the investment, the Council may also subscribe for uncalled capital in the LGFA.

## 9. Proceeds from Sale of Assets

9.1 Net proceeds from asset sales will be invested for the following purposes:

- Capital expenditure; or
- Contingencies; or
- One-off operational items (e.g. grants if the Council is satisfied that the receiver of the grant is likely to be able to maintain the worth of the asset to the Community);  
or
- Reduce external debt; or
- Reinvestment for future gains.

# Schedule 1

## Organisational Responsibilities and Internal Controls

### 1. Council

- Approves any annual borrowing programme contained in the Annual Plan
- Approves any risk management strategy outside the delegated authorities outlined in this policy document
- Approve Investment policy
- Review treasury activity through regular reporting
- Approves new borrowing facilities from the banking sector and capital markets, including the Local Government Funding Agency (LGFA), upon recommendation from the Chief Executive (CE).

### 2. Chief Executive

- Submits to the Council new or amended borrowing facilities which have been negotiated by the Executive Manager – Corporate Services (EM-CS)
- Approves all debt-related interest management strategies submitted by the EM-CS
- Approves any amendments to the Investment Policy recommended by EM-CS, prior to submission to Council for approval
- Approve authorised electronic signatory positions
- In the absence of the EM-CS, undertakes the following treasury transactions or delegates to the Finance Manager where permissible under his/her permissions:
  - a. Funding from bank facilities and the capital markets including the LGFA
  - b. Interest rate derivatives transactions relating to the hedging of Council's debt.

### 3. Executive Manager - Corporate Services

- Overall responsibility for the treasury function and the regular review of the Investment Policy
- Approve opening and closing of bank accounts and new banking facilities
- Arranges all new or amended borrowing facilities to then submit to the CE for approval and then to Council for final approval
- Submits all debt related interest management strategies to the CE for approval
- Provide policy advice as needed and reports to the CE and Council on overall treasury risk management issues regularly
- Manages the funding and liquidity activities of the Council
- Authority to electronically transfer funds between specified bank accounts that have been set up on the Council's bank cash management system
- Approve authorised electronic signatory positions
- Maintains lender relationships with the banks and capital markets, including the LGFA
- Monitors and reviews the ongoing treasury risk management performance of Council to ensure compliance with the policy parameters.

## 4. Finance Manager

- Undertakes all treasury activities, which include but are not limited to:
  - Investing activity, maximise returns within policy and legal requirements
  - Interest rate derivatives relating to the hedging of the Council's debt
  - Undertaking short-term borrowing transactions with the bank of LGFA for terms not exceeding 12 months
  - Investing in bonds in the fixed interest market
- Authority to electronically transfer funds between specified bank accounts that have been set up on the Council's bank cash management system
- Approve authorised electronic signatory positions
- Current account management within policy
- Record keeping of all transactions and quotes for audit and review as required
- Reconciliation of all bank accounts and other investment and borrowing accounts
- Borrowing activity, minimising costs in accordance with policy and legal requirements, by seeking competitive bids for borrowing, subject to management approval as above
- Prepare quarterly treasury reports
- Checks external counterparty advices on treasury transactions to records generated internally by other staff.



# Liability Management Policy

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## 1. Purpose

1.1 Sections 102(2)(b) and 104 of the Local Government Act 2002 (the Act) require local authorities to adopt a liability management policy. Sub Part 4 of Part 6 of the Act (Sections 112 to 122) sets out the statutory framework for local authority borrowing.

1.2 The statutory definition of borrowing is:

*'Borrowing'*-

a) *Means the incurring by any means of debt to raise money; and*

b) *Includes the incurring of debt-*

- (i) Under any contract or arrangement for hire purchase, deferred payment, instalment payment, sale and lease back or buy back, financial lease, loan, overdraft, or other arrangement for obtaining debt finance; or
- (ii) By the drawing, acceptance, making, endorsement, issue, or sale of bills of exchange, promissory notes and other negotiable instruments and debt securities; or
- (iii) by the use, for any purpose, of funds received or invested by the local authority for any other purpose if the local authority has resolved to repay, with or without interest, the funds used; but

c) Does not include debt incurred in connection with the hire purchase of goods, the deferred purchase of goods or services, or the giving of credit for the purchase of goods or services, if-

(i) The period for which the indebtedness is outstanding is less than 91 days and the indebtedness is not incurred again promptly after payment; or

(ii) The goods or services are obtained in the ordinary course of the local authority's performance of its lawful responsibilities, on terms and conditions available generally to parties of equivalent credit worthiness, for amounts not exceeding in aggregate an amount—

(A) Determined by resolution of the local authority as not being so significant as to require specific authorisation; or

(B) Recorded for the purposes of this subparagraph of this paragraph of this definition in the then current borrowing management policy of the local authority; and "borrow" has a corresponding meaning:

1.3 This policy will be reviewed by Council every three years or as required.

1.4 The policy recognises that Council has a strong preference for certainty in relation to debt repayment, is averse to risk and wishes to avoid administrative complexity.

1.5 Legal requirements and their cross references are:

Requirement	Reference
General policy	Entire policy
Interest rate exposure	3.1.4
Liquidity	3.1.7
Credit exposure	3.2
Debt repayment	3.3

## 2. Objectives

2.1 The objectives of this policy are:

- To ensure Council has appropriate working capital funds available to carry out its strategic plans as outlined in the Annual Plan and Long-term Plan
- To ensure that the costs of any expenditure can be recovered at the time that the benefits of that expenditure accrue in accordance with Council's Revenue and Financing policies. In particular, debt will normally be used to fund capital expenditure that provides future service benefits
- Ensure that Council has an ongoing ability to meet its debts in an orderly manner as and when they fall due in both the short term and long term, through appropriate liquidity and funding risk management
- Arrange appropriate funding facilities for Council ensuring they are at market related margins utilising bank debt facilities and/or capital markets including the Local Government Funding Authority (LGFA) as appropriate
- Maintain lender relationships with Council's general borrowing profile in the local debt and, if applicable, capital markets (including LGFA), so that Council is able to fund itself appropriately at all times
- Control Council's cost of borrowing through the effective management of its interest rate risks, within the interest risk management limits established by the Liability Management Policy
- Ensure compliance with any financing/borrowing covenants and ratios
- Maintain adequate internal controls to mitigate operational risks
- Produce accurate and timely reports that can be relied upon by senior management and Council for control and exposure monitoring purposes in relation to the debt raising activities of Council.

### 3. Policies

#### 3.1 General

3.1.1 The Council should only raise debt in relation to its Long-term Plan, Annual Plan, specific council resolutions or the Financial Strategy, and core objectives after having first ascertained that there are no readily available uncommitted funds as outlined below:

- Cash investments under the control of the community board or committee responsible for the particular activity (repay by funded depreciation or internal loan methods).
- Cash investments under the control of the Council (repay by funded depreciation or internal loan methods).

3.1.2 Council maintains external borrowings in order to:

- Raise specific debt associated with projects and capital expenditures;
- Fund the balance sheet as a whole, including working capital requirements; and
- Fund assets whose useful lives extend over several generations of ratepayers.

3.1.3 External loans will normally be repaid as soon as possible from funds generated by operations and depreciation rated for and not otherwise committed, in accordance with revenue and financing policies.

Borrowing provides a basis to achieve intergenerational equity by aligning long-term assets with long-term funding sources and ensure that the costs are met by those ratepayers benefiting from the investment.

3.1.4 The interest rate exposures of Council shall be managed according to the parameters detailed in the following table and shall apply to the core debt of Council. Core debt is defined as the level of debt determined by the Executive Manager – Corporate Services (EM-CS).

Fixed Rate Hedging Percentages		
Term	Minimum Fixed Rate Amount	Maximum Fixed Rate Amount
0 - 2 Years	40%	100%
2 - 4 Years	25%	80%
4 - 8 years	0%	60%

To manage the interest rate risk associated with its debt, Council may use the following interest rate risk management instruments:

- Interest rate swaps
- Swaptions
- Interest rate options
- Interest rate collar structures but only in a ratio of 1:1
- Forward rate agreements.

Definitions of these can be found in Schedule One.

- 3.1.5 To avoid a concentration of debt maturity, Council will, where applicable, aim to have no more than 50% of debt subject to refinancing in any 12-month period, excluding short-term loan facilities of less than 12-months.
- 3.1.6 These risk controls will only be activated once external core debt is forecast to exceed \$30M.
- 3.1.7 For liquidity purposes, Council shall aim to maintain liquidity of not less than 10% above projected core debt over the ensuing 12-month period. Liquidity includes committed bank facilities and liquidity assets such as cash and term deposits.
- 3.1.8 Unencumbered liquid financial investments (cash/cash equivalents) used for liquidity management purposes are not to have a maturity term greater than 30-days.

### 3.2 Counterparty Exposure

- 3.2.1 Counterparty credit risk is the risk of losses (realised or unrealised) arising from counterparty defaulting on a financial instrument where the Council is a party.
- 3.2.2 Credit exposure or credit risk will be regularly reviewed by the Executive Manager – Corporate Services at least six-monthly. Treasury related transactions will be entered into with approved counterparties.
- 3.2.3 Interest rate derivative transactions and foreign exchange contracts must be transacted with NZ registered banks that have a minimum Standard and Poor's (S&P) (or Moody's Investors Services (Moody's) or Fitch Ratings (Fitch) equivalents) long term credit rating of A or better.
- 3.2.4 New Zealand Local Government Funding Authority (LGFA)

Despite anything earlier in this policy, the Council may borrow from the LGFA and, in conjunction with that borrowing, may enter into the following related transactions to the extent it considers it necessary or desirable:

- Contribute a portion of its borrowing back to the LGFA as an equity contribution to the LGFA;
- Provide guarantees of indebtedness of other local authorities to the LGFA and of the indebtedness to the LGFA itself;
- Commit to contributing additional equity (or subordinated debt) to the LGFA if required; and
- Secure its borrowings from the LGFA and the performance of other obligations to the LGFA or its creditors with a charge over the Council's rates and rates revenue.

### 3.3 Debt Repayment

Borrowings are to be repaid from:

- Sale of assets;
- Realisation of investments;
- General funds and/or specific function revenues including rates and depreciation covered by revenue or rates; or
- Raising of other loans.

## 4. Internal Loans

- 4.1 General Council (including ward, community board or committee) investments may be used as a source for internal loans in relation to expenditure of a capital (or one-off) nature related to any activity that would normally be funded by external loan.
- 4.2 The interest to be applied to internal loans will be determined at the commencement of each financial year based on, and not exceeding, the interest offered on a 12-month investment by the Council's bank at 1 July. It is permitted to apply rates of interest below that or zero in specific cases, after taking into account fairness and equity.
- 4.3 The term for any internal loan shall be not more than 50 years and will be set taking into account the ability to pay off the ratepayers affected, alternative uses of the funds, and the life of the assets to be funded; all terms of internal loans will be subject to review during the course of the loan.

## 5. Borrowing Limits

- 5.1 Borrowing will be managed within the following limits

Item	Borrowing Limit / LGFA Lending Covenant
Net external debt as a percentage of total revenue*	<175%
Net external debt as a percentage of total value of assets	<10%
Net external interest as a percentage of total revenue*	<20%
Net external interest as a percentage of annual rates revenue (debt secured under debenture)	<25%
Liquidity (term debt + committed loan facilities + available cash or cash equivalent) over existing external debt	>110%

For the purpose of calculating the above ratios:

- Revenue is defined as revenue from rates, government grants and subsidies, user charges, interest, dividends, financial and other revenue. It excludes government capital contributions (eg. developer contributions and vested assets).
- Annual rates revenue is defined as the amount equal to the total revenue from any funding mechanism authorised by the Local Government (Rating) Act 2002 together with any revenue received from other local authorities for services provided (and for which the other local authorities rate).

Cash/cash equivalents are defined as:

- Overnight bank cash deposits;
- Wholesale/retail bank term deposits no greater than 30 days;
- Bank issued Registered Certificates of Deposits (RCDs) less than 181 days;
- Wholesale/retail bank term deposits linked to pre-funding of maturing term debt amounts; or
- Net external debt is defined as total external debt less cash/cash equivalents that would be available to repay debt.

## 6. Repayment of Borrowings

### 6.1 Repayment of Debt

- 6.1.1 Subject to Council resolution or a stated intention in the Annual Plan, it is permitted to use existing funds to repay debt, providing suitable internal arrangements are put into place to prevent any change in rates distribution among particular groups of ratepayers.

Council may also elect to use:

- Rating revenues established for that purpose;
- Proceeds from the disposition of surplus assets or investments;
- Regular instalments of principal and interest, especially with internal scheme capital works loans; and/or
- Refinancing with new debt.

Total debt levels are determined through the Long-term Plan, annual plans and asset management plans.

## 7. Authorised External Borrowing Sources

- 7.1 The following external borrowing sources will be utilised:

### **Bank Sourced Debt**

Council may borrow from any New Zealand registered bank with a minimum Standard and Poor's (or equivalent) short term rating of A-1 and a minimum long term rating of A. There will be no limit set on the amount of funds which any of the authorised banks may lend to the Council. When borrowing, Council will go out to tender in order to obtain the best rate possible.

Where debt is sourced from New Zealand registered banks, the following borrowing facilities may be used:

- Overdraft facilities;
- Committed term loan/cash advance facilities; and
- Standby term loan/cash advance facilities

Borrowings will be secured by either a general charge over rates or over a specific asset of the Council.

### **Local Authority Bonds**

Council may authorise the issuance of local authority bonds (medium term notes), fixed rate bonds and floating rate notes.

The bonds will be secured by either a general charge over rates or over a specific asset of the Council.

This method of borrowing will be authorised by specific Council resolution in each instance.

### **Local Government Funding Agency (LGFA)**

There is no limit set on the amount of funds that are allowed to be borrowed from this agency. LGFA funding will be secured by a general charge over rates.

## **8. Benchmarking**

- 8.1 For performance measurement purposes, the actual borrowing performance of Council shall be compared with the following external benchmark, which is predicted off the midpoints of the risk control bands contained in the fixed rate hedging percentages table contained in Section 3 of this policy.

## **9. Treasury Responsibilities, Compliance and Controls**

### 9.1 Council

- Approves overall borrowing limits each year through the Annual Plan process
- Approves for charging assets a security over borrowing
- Approves any risk management strategy outside the delegated authorities outlined in this policy document
- Monitor treasury performance through the receipt of appropriate reporting, as per Schedule Two
- Approve new borrowing facilities from the banking sector and capital markets, including the Local Government Funding Agency (LGFA), upon recommendation from the Chief Executive (CE)
- Approve on an individual basis investment in Building Societies
- Approve Liability Management and Investment Policy
- Approve any hedging outside the parameters of this policy.

### 9.2 Chief Executive

- In the absence of the Executive Manager – Corporate Services (EM-CS), oversee the funding, interest rate risk management and financial market investment activities of Council
- Approves any amendments to the Liability Policy recommended by EM-CS, prior to submission to Council for approval
- In the absence of the EM-CS undertakes the duties as detailed in this document as appropriate, including checking external confirmations against internal records
- Approve authorised electronic signatory positions
- Signs the documents relating to the financial market activities of Council.

### 9.3 Executive Manager - Corporate Services

- Makes decisions regarding all funding and interest rate risk management activities of Council prior to implementation/execution
- Makes decisions regarding all financial market investment activities of Council prior to execution
- Refinancing of existing debt



- Manages the bank lender and capital markets relationships, providing financial information to lenders and negotiates new/amended borrowing facilities or methods for approval by Council
- Approves opening and closing of bank accounts and new banking facilities
- Approves authorised electronic signatory positions
- Provides policy advice as needed and reports to the CE and Council on overall treasury risk management issues regularly
- Conducts a review of the Liability Management and Investment Policy every three years or as required basis and submits any recommended changes to Council for approval once the CE has approved them and the necessary statutory processes have been followed
- Signs documents relating to the borrowing and financial market investment activities of Council
- Executes treasury transactions in the absence of the Finance Manager
- Checks external confirmations against internal records.

#### 9.4 Finance Manager

- In the absence of the EM-CS undertakes all his/her duties under a delegated authority authorised by the CE
- Approves authorised electronic signatory positions
- Executes treasury transactions
- Prepares regular reports to Council
- Checks external confirmations against internal records.

## 10. Internal Controls

### 10.1 Introduction

Arranging and agreeing transactions with external counterparties are required to occur in a framework of control and accuracy. It is vital to the internal control of Council that all transactions are captured, recorded, reconciled and reported in a timely fashion within a process that has necessary checks and balances, so that unintentional errors and/or fraud are identified early and clearly. Movements in financial market variables can be rapid, and exposures to such movements that are not known about due to inadequate transaction recording and reporting systems should not be allowed to occur.

### 10.2 Transaction Origination

The following authorities shall apply in respect to the execution of transactions with bank dealers and brokers on behalf of Council that can commit Council to all related contractual obligations under these transactions. All such transactions are generally originated and agreed either verbally by telephone or by email. Therefore, it is important that procedures are in place to control the activity.

### 10.3 Funding from bank facilities, issuing Council debt, undertaking financial market investment transactions, including LGFA and entering into interest rate derivative transactions

- Funding from bank facilities, issuing council debt, undertaking Financial Market Investment Transactions, including LGFA and entering into Interest Rate Derivative Transactions with an approved banker broking counterparty entails the personnel of Council, who are approved to undertake these activities, verbally or by email agreeing with the bank or broker amount, term selection, rate accepted and the type of instrument being issued (in the case of borrowing), or transacted (in the case of a derivative transaction).
- Once the deal is agreed, details of the transaction shall be entered on the internal system
- Once the bank or broker confirmation of the transaction is received, the details should then be checked to ensure that the bank or broker confirmation is in accordance with the details on the Council's internal system.

Any discrepancies noted in the above procedures should immediately be communicated to the bank or broker so that the correct details of the deal can be agreed on. Where the EM-CS has transacted the deal in the first place, the deal shall be ratified and signed off by either the CE or the Finance Manager, and where the CE has transacted the deal in the first place, the deal shall be ratified and signed off by the EM-CS of Finance Manager. In this way, there is a clear division of responsibility and a self-checking system.

#### 10.4 Settlement Procedure

All transactions are to be confirmed and reconciled to external confirmations and internal documentation before settlement.

## Schedule 1

### Definitions of interest rate risk management instruments

#### **Forward Rate Agreement (FRA)**

An agreement between Central Otago District Council (CODC) and a counterparty (usually a bank) protecting CODC against a future adverse interest rate movement. CODC and the counterparty agree to a notional principal amount, the future interest rate, the date and the benchmark rate, which is usually as detailed on the daily bank bill reference (BKBM) page, on the Reuters' financial market information system.

#### *Objective*

To provide CODC with certainty as to its interest rate cost on an agreed principal amount for an agreed period. An FRA typically applies to a three-month period, starting at some point within the next 12 months.

#### **Interest Rate Swap (IRS)**

An interest rate swap is an agreement between CODC and a counterparty (usually a bank) to manage Council's exposure to interest rate movements. CODC pays (or receives) a fixed interest rate and receives (or pays) a floating interest rate. The parties agree to a notional principal amount, the fixed interest rate, the settlement dates and the benchmark floating rate, which is usually BKBM off the Reuters' page containing the daily rate sets for various market reference rates.

#### *Objective*

To provide CODC with certainty as to its interest rate cost on an agreed principal amount for an agreed period. Floating rate periods are typically quarterly or semi-annual.

#### **Forward Start Interest Rate Swap**

#### *Objective*

To provide CODC with certainty as to its interest rate cost on an agreed principal amount for an agreed period which commences at a future point in time. All other conditions are as with an interest rate swap.

#### **Option on a Swap Agreement – Swap Option**

#### *Objective*

To provide CODC with the right but not the obligation to enter into a fixed rate swap at a future point in time on an agreed principal amount for an agreed period. A swap option is an option on a swap and typically requires a premium to be paid.

#### **Interest Rate Options**

The purchase of an interest rate option gives the holder (in return for the payment of a premium) the right but not the obligation to borrow (described as a cap) or invest (described as a floor) at a future date. CODC and the counterparty agree to a notional future principal amount, the future interest rate, the benchmark dates and the benchmark floating rate (usually BKBM on Reuters).

### *Objective*

To provide CODC with worst case cover on its interest rate cost on an agreed principal amount for an agreed period. As for an interest rate swap, rate sets are typically quarterly or semi-annual for the life of the option.

### **Interest Rate Collar**

The combined purchase (or sale) of a cap and the sale (or purchase) of a floor.

### *Objective*

To provide CODC with certainty as to its interest rate cost on an agreed principal amount for an agreed period, but by limiting CODC's downside participation, typically avoiding the payment of a premium.

### **Limits on Selling Options**

CODC will only sell an option if at the same time it purchases an option for a similar term with the same notional value.

The reasons for the use of any incidental arrangements will be explained within a specific resolution of Council, enabling such arrangements to be entered into.

## **Schedule 2**

### **Quarterly Reporting Requirements**

A quarterly report should contain the following:

- Total debt utilisation, including sources of debt
- Interest rate hedging profile against hedging percentage limits
- New interest rate hedging transactions completed
- Weighted average cost of funds
- Performance measurement
- A statement of policy compliance
- Details of any exception reports including remedial action taken or intended to be taken.

# Significance and Engagement Policy

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## Purpose

The purpose of this policy is:

- To allow the Council and the community to identify the degree of significance attached to issues, proposals or decisions; and
- To provide clarity about how and when communities can expect to be engaged in decision-making processes; and
- To inform the Council from the beginning of a decision-making process about:
  - The level of any public engagement that is expected before a decision is made; and
  - The type of engagement required.

## The general approach

The Council will follow a three-step process to inform decision making:

**Step 1 – Determine significance** – The Council will use criteria to decide whether a matter is of higher or lower significance. This part of the policy also explains how to approach matters of high significance.

**Step 2 – Determine whether engagement is required** – The Council will evaluate what it knows about community views and decide whom should be engaged.

**Step 3 – Decide an approach** – The level of significance and the information being sought will guide Council staff on how and when engagement occurs. This part of the policy clarifies how and when communities can expect to be engaged on different issues.

## Step 1 – Determine significance

Significance is about measuring the importance of an issue, proposal or decision. The Council needs to determine how people, services, infrastructure and well-being in the district will be affected. During the development stages of work on a project, significance must be considered because it will guide both the extent to which options should be developed, and the degree to which advantages and disadvantages are evaluated.

## Significance indicators

The Council will consider the following factors when determining the level of significance. They are of equal weighting and the greater the cumulative impact of a matter assessed by these factors, the more significant the decision will be. Significance means the degree of importance as assessed by its likely impact on, and likely consequences for:

- The current and future social, economic, environmental or cultural wellbeing of the district;
- The people who are likely to be significantly affected by or interested in the matter;

- The financial, rating, resource and other cost impacts of the decision;
  - Consider:
    - What is the likely increase in rates going to be from a decision?
    - Is this decision likely to significantly deplete financial reserves?
    - Will the decision lead to an increased level of Council debt?
- The capacity of the Council to perform its role or maintain levels of service;
- The ownership or function of a strategic asset;
- Other situations where there is thought to be a strong community interest in a matter.

In considering these factors, the Council will also consider knowledge it has previously gained about community views.

## Responding to significant matters

If a matter is significant, Council reports must explain why. The statement will identify the factors that indicate that the decision is significant and the potential implications of a decision. Reports will also explore the range of community views that may exist and assess whether there is a need for further community engagement before a final decision is made.

## Step 2 - Determine whether engagement is required

### When to engage

#### When it is required by legislation

The Council will consider community views when it has a legislative requirement to do so (as set out by relevant legislation such as the Local Government Act 2002). Examples of when Council staff will identify community views include the adoption and amendment of both the Long-term Plan and changes to financial policies.

The Council is required at times to use a special consultative procedure, as set out in section 83 of the Local Government Act 2002. The special consultative procedure requires the Council to issue and widely distribute a proposal that is open for consultation for at least one month. This procedure may also be used for any other decision the Council wishes to consult on.

Some decisions can only be made if they are explicitly provided for in the Council's Long-term Plan. These decisions involve:

- Altering significantly the intended level of service provision for any significant activity undertaken by or behalf of the Council;
- Transferring the ownership or control of a strategic asset to or from the Council.

### Strategic assets

Strategic assets are essential to the continued delivery of Council services or activities. The Council takes a whole-of-asset approach for groups or networks of strategic assets as opposed to listing each individual asset within a group. The Council also lists individual assets where these are thought to be of critical strategic significance to the district.

The Council considers strategic assets to be:

- The roading network as a whole

- The three waters network as a whole
- The Council's waste assets portfolio as a whole
- The Council's portfolio of reserves as a whole
- Molyneux Pool and Cromwell Pool
- Alexandra Airport
- Molyneux Stadium
- The Council's portfolio of elderly persons housing as a whole
- The Council's portfolio of cemeteries as a whole
- The Council's portfolio of libraries as a whole.

### When it relates to a significant matter

The Council will identify community views whenever a 'significant decision' needs to be made. A significant decision is one that has been identified as such under step 1 of this Policy. Note: a 'significant' decision will not automatically trigger consultation or application of the special consultative procedure.

### When engagement is not required

There are times when the Council will not normally engage with the community because the matter is routine, operational or because there is an emergency. The Council will not engage on:

- Matters where the Council already has a sound understanding of the views and preferences of those likely to be affected or interested in the matter;
- Situations where there is a need for confidentiality or commercial sensitivity;
- Emergency management activities;
- Organisational decisions (such as staff changes and operational matters) that do not materially change a level of service;
- Matters where the costs of engagement outweigh the benefits of it;
- Matters that have already been addressed by the Council's strategies or plans, which have previously been consulted on;
- Issues where an immediate or quick response is needed, or it is not practical to engage;
- Business as usual: the works are related to the operation and maintenance of a Council asset and responsible management requires the works to take place;
- Matters where the Council has engaged on the unchanged issue in the last 3 years.

When the above circumstances apply and community feedback is not sought, the Council is still required to consider the views and opinions of those likely to be affected by a decision. Consideration of these perspectives can be achieved without using formal engagement processes.

## Step 3 – Deciding how to engage

Once the Council decides it needs more information, Council staff will consider how to engage with the community. Depending on the matter being considered and the stakeholders involved, different engagement tools will be applied to meet the goals of the project.



## Choosing an approach

It is important that the approach to engagement responds to the circumstances of an individual project and is tailored to support its underlying goals. Projects should consider the following factors when determining the methods of engagement to be used:

- Community focus: Central Otago communities are at the core of the Council's purpose and objectives, and engagement will reflect the need for community input into council decision making.
- Flexibility: it is important the Council can adapt engagement processes to suit a project and its target audience. This involves both looking to previous methods which have worked well and being open to new and developing methods of engagement.
- Legislative requirements: sometimes legislation will prescribe the approach to engagement on a particular issue.
- The role of elected members: engagement processes should recognise the valued role of elected representatives as voices of the communities they represent.

## Consultation or engagement

Consultation involves obtaining public feedback on proposals, but it is only one form of engagement. The Council regularly consults communities through processes such as the Long-term Plan, which determines the Council's strategic direction.

Engagement is a broader and ongoing process of sharing information with the community and seeking its feedback, with the purpose of involving the community in the process of decision making. This process may include a more formal consultation process to meet legal requirements. The Council takes a spectrum-based approach to engagement which is set out in Table 1.

## The level of engagement

Using the International Association of Public Participation's engagement spectrum as a basis, the methods of engagement adopted by the Council before it decides may depend on whether:

- The matter is of low or no significance and there may be a very small group of people affected by or with an interest in the decision. The Council is unlikely to engage on these matters;
- The matter is significant to a relatively small group of people or is of low impact to many. The group should be informed about the problem, alternatives and solutions so that any concerns they have are understood;
- The matter is significant not only to a small group of people particularly affected but also to the wider community who may have an interest in the decision to be made. The community may be informed, consulted and/or involved to seek feedback;
- For more significant matters, the Council may elect to collaborate, or partner with a community in any aspect of a decision including the development of potential options. This is more likely to occur when there is a distinct group of affected or particularly interested people.

Depending on the level of significance and the nature of the situation, a range of engagement methods may be used to empower communities to participate in the decision-making process. The various levels of engagement are elaborated on in Table 1 below.

**Table 1: Council’s engagement spectrum**

	INCREASING LEVEL OF PUBLIC IMPACT				
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<b>Goal</b>	To provide balanced and objective information in a timely manner.	To obtain feedback on analysis, issues, alternatives and decisions.	To work with the public to make sure that concerns and aspirations are considered and understood.	To partner with the public in each aspect of the decision making.	To place final decision-making in the hands of the public.
<b>Promise</b>	“We will keep you informed.”	“We will listen to and account for your concerns.”	“We will work with you to ensure your concepts and aspirations are directly reflected in the decisions made.”	“We will look to you for advice and innovation and incorporate this in decisions as much as possible.”	“We will implement what you decide.”
<b>Examples</b>	Council website, social media, newspapers, radio.	Submissions and hearings.	Meetings with stakeholders and local community organisations.	Cromwell Masterplan process (community drop-in sessions, attend community events, opinion surveys).	Roading Team asks the community how they would like the \$100,000 street beautification budget to be spent and carries out their decisions.

# Significant Forecasting Assumptions and Risks

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We have outlined the two key principles that underpin our Long-term Plan, being affordability and sustainability. In everything we do as a Council, we want to ensure that 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.

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 change dramatically.

In preparing forecasts, both financial and non-financial, there is a need to provide assumptions to address the uncertainties of the future. This is important for a number of reasons, including:

- allowing readers of the forecasts to understand the basis that financial information has been prepared on
- providing a means of explaining differences that will inevitably occur between the actual result and that which was forecast
- ensuring risks faced by the organisation in the future have been appropriately identified and evaluated

### Risk Level definitions:

Level	Description
High	High risk, which is not acceptable to Council, will require further monitoring and analysis. Some risk is high but outside of Council's control. In this situation, Council will monitor it further analysis should be undertaken to achieve a better understanding of the risk. Where possible, changes should be undertaken to reduce the criticality.
Medium	The risk may be acceptable; however, redesign or other changes should be considered if reasonably practical. Further analysis could be undertaken to achieve a better understanding of the risk. The risks should be monitored to discover changes which may influence the risk level and include consideration regarding potential measures have been implemented to mitigate any risk movements.
Low	Acceptable risk. The risk is low and further risk reduction measures are not necessary. The risks should be monitored to discover changes, which may include the risk level.

## Government Policy

This Long-term 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.

There are a number of national policies, plans and legislation which set the scene for Council's 30-year Infrastructure Strategy. The Infrastructure Strategy documents Central Otago District Council's response to these national policies, plans, and legislation.

## Three-Waters Reform

Council is aware that the Government is reviewing the delivery of three waters as part of the Three Waters Reform Programme. At the time of preparing these Long-term Plan, it is assumed that the water reform is still in its early stages and there is insufficient information to enable any assumption regarding the impact of reform on changes to responsibility for delivery of three waters to be entered into this plan. As a result, the assumption in this Long-term Plan is business as usual, recognising our community needs three waters services regardless of who delivers this.

Council has entered into a memorandum of understanding with Central Government to explore future delivery options. The Government expects to make substantive decisions in April/May 2021. Council will be required to decide whether it will "opt out" of the reform programme in late 2021. If Council decides to remain in the water reform programme, then delivery of water, wastewater, and possibly stormwater would transfer to one of the new water service delivery entities. Government is preparing legislation that will inform the consultation requirements that Council will be required to follow to inform this decision. For Councils that participate in the reforms, transfer of responsibilities and assets is likely to occur from 2023/24 onwards. For this

Council, there is a potential transfer of asset ownership of approximately \$200 million to \$355 million, depending on when the reform is finalised. There is also the assumption that as part of this, the associated debt would also transfer across to the new entity, reducing Councils debt by between \$26 million to potentially \$74 million, again depending on the timing of the transfer.

The risk of this assumption is high; firstly because there is so much unknown until central government completes their decision-making process. The second risk is that while Council is aware of the proposed significant changes to the legislation, there is an awareness that this may cause significant changes to how Council operates, and who pays for things. The risk is mitigated slightly by the assumption that significant legislative changes will give Council sufficient lead in time to make the necessary changes and respond accordingly.

## **Future for Local Government**

On 24 April the Minister of Local Government announced that she had established a Ministerial Inquiry into the Future for Local Government. While the review could recommend significant change to what local government is and does, there is no information available on the likely direction for the review at this time. Council considers it unlikely that any recommendations could take effect before 1 July 2024 – particularly for changes to roles or functions. Any changes that are made will be incorporated in the 2024-34 long-term plan. Council has prepared the plan on the assumption its existing role and functions will continue for the life of the plan. Therefore, Council considers the risk of this assumption to be low for the next three-year period.

## **Sources of Funds for Future Replacement of Significant Assets**

Sources of funds for the future replacement of significant assets are in accordance with Council's Revenue and Financing Policy. Sources of funding include depreciation reserves, general reserves and borrowing. There is a risk that Council budgeting assumptions are wrong or the timing of the replacement is incorrect, which may impact reserves, accumulated depreciation and the level of borrowings. Council has significant reserves, and headroom for borrowings. Therefore Council considers the risk of this assumption to be low.

## **Staffing and Resources**

The gap between national and Central Otago wages has been a known issue for securing and retaining skilled staff. Council is addressing this through a strategic salary review. However, there remains an ongoing risk to the sustainability of our services due to ongoing shortages of specific skillsets required to meet Council services. There remains a unique lifestyle trade-off within this district that can still be offered to staff and Council will continue to focus on these. Should the risk occur, and Council cannot recruit or retain the required staff, then there is a risk of Council having a greater reliance on contractors and outsourcing key functions. This may impact on continuity of knowledge and institutional knowledge. 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 28,206 by 2031 from approximately 23,985 today. Our visitor peak day numbers are projected to be 25,478 in 2031 from approximately 22,465 today. Our growth projections are derived from Rationale with local growth factors included.

An over or under-estimation of growth could lead to an over or under-investment 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 low, as Council tends to respond to growth after it has happened.

Council is considering the role the district has in balancing the affordability of sustaining our smaller rural towns over the next period of time. 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 23%. This proportion is expected to remain relatively stable at 23% by 2031. Council has considered this shift and its effect in the planning for major capital projects. There is a risk that Council's assumption is higher or lower than stated. If the older population grows faster than Council assumes, there is a risk that additional services may be required to support accessibility and affordability. The risk of this assumption is medium.

## Average Household Size

The average household size of a given area is the total resident population divided by the total number of households. A household can be one person who usually resides alone, or two or more people who usually reside together and share facilities in a dwelling. There may be more than one family in a household. The average household size for the district is currently low at 1.96 with minimal change projected change by 2031. There is a risk that if this assumption is not correct and average household size increases Council will experience a greater burden on its infrastructure. Alternatively, if household sizes decrease, then Council may experience greater demand on land resources and affordability due one income per household versus two or more. The risk of this assumption is low.

## Third Party Funding Sources

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

## Vested Assets

From time to time, Council will receive privately constructed infrastructure assets vested in Council for ongoing management. There is a great deal of uncertainty around the amount and makeup of vested assets so vested assets are not included in Council's plans. 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 Emergency Event Fund of just over \$2.6 million in case of a natural disaster. This would probably only fund the initial response effort. We have assumed, if required, external borrowing would be utilised to fund the clean-up and ongoing capital work to rebuild damaged underground assets, for which we don't currently insure, should any major disaster occur. There is a risk that, depending on the extent of the disaster, the borrowing may be difficult to acquire. However, due to the size and spread of our communities, we consider it unlikely a disaster would affect the entire district at any one time, which should mitigate any borrowing difficulties. 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. Other than increased insurance costs, there is no other allowance in this plan for funding the repair of infrastructure and riverbanks damaged by any future natural disasters. Equally, 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 Long-term Plan. The risk of this occurring is medium.

Council prepared their Infrastructure Resilience Plan and Infrastructure Response Plan in 2020. The Resilience Plan identifies the natural events that will create risks to three waters and roading infrastructure and services, and the likelihood and consequence of these events occurring.

The Resilience Plan identifies where critical asset failures could occur and mitigations required to address these. Mitigation projects have been included in the infrastructure work programme for the next 30 years.

## 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 infrastructure or to reduce financial liabilities. There is a risk that the proceeds from asset sales is not as much as anticipated. Should this happen, then Council may need to review its funding options, use of reserves and debt levels. The risk of this occurring is low.



## Asset Purchases for investment purposes

The plan assumes proceeds for asset sales will be invested in cash due to the uncertainty of the type and timing of reinvestments. The operating and capital expenditure is not dependent on either asset sales or asset reinvestment. The risk of this occurring is low.

## Climate Change

Central Otago District Council commissioned Bodeker Scientific to undertake analysis and prepare a report of climate change impacts on the Central Otago District in 2017. This includes the projection under the worst case or highest warming scenario, as well as the implications this may have for the district. The Otago Regional Council has engaged Tonkin and Taylor to undertake analysis of the expected impacts of climate change on the wider Otago Region. The implications of climate change on Central Otago presented in the Tonkin and Taylor report are similar to those in the Bodeker Scientific report.

Central Otago District is predicted to warm by several degrees by the end of the century. Total precipitation is not projected to change much in the district. However, the distribution and intensity of rainfall is likely to alter, with a greater likelihood of more frequent extreme rainfall events. These events have occurred infrequently in the past, which provides valuable information regarding the consequences of these events to improve planning for the future. Central Otago District Council declared a climate crisis in Central Otago on 25 September 2019. Further details of this can be found in the Infrastructure Strategy.

Council has joined the Toitū Carbon Reduce certification scheme, which measures, manages and reduces its greenhouse gas emissions. This is a key strategic focus of Council's Sustainability Strategy. The emission sources that Council is responsible for have been measured for the 2017-18, 2018-19, and 2019-20 financial years. Emissions are broken down into three categories by the Greenhouse Gas Protocol, and by Council activity in order to better understand the source. These will be audited by June 2021, along with Council's emissions management and reduction plan.

There is a risk that if these assumptions are wrong, then Council could face growing costs from more frequent weather events, damage to assets and growing insurance costs. Council continues to monitor the impact of climate change across Council's assets. The risk of direct impact from climate change within the 10-Year Plan timeframe is medium.

## Impacts of COVID-19

COVID-19 remains an unknown. Based on the 2019/20 and 2020/21 year we have not seen a significant impact on our revenue streams or our activities. As a result, we have assumed a business as usual approach, with minimal adjustments arising from the COVID-19 impacts. Year one has reflected a decrease in building consent revenue based on the 2020/21 financial year, where Council is tracking at 95%. Council is still assuming land sales and relevant development and financial contributions as a result of development. The timing of the capital programme of work shifted in the 2019-20 year; however, the Long-term Plan is assumes that Council will have completed its planned programme of work. The risk of this assumption is low.

## 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 plan to borrow externally within this 10-Year Plan. We have assumed the following interest rates:

- Interest on internal borrowings is 2.0% through to 5.0% throughout the 10-Year Plan
- Interest on external investments is 2.0% through to 3.0%

Council will have a greater level of risk with the increased borrowings to meet the water related services and to achieve the Cromwell MasterPlan. The Liability Management Policy sets out the parameters to manage this risk, including Council considering tools to protect the ratepayer against potential fluctuations.

We have also assumed that facilities to borrow externally will be available when required, based on recent discussions with our bankers. Overall, Council believes the risk is medium.

## Cost Increases

Inflation reflects erosion in the buying power of money. Each dollar buys fewer goods and services over time. Depreciation, staff costs and some expenditure items have inflation applied from year 1 of the plan. The majority of the balance of the expenditure forecasts for each activity are input in the dollars of the relevant year for the first three years (e.g. water and wastewater renewals and other operational expenditure lines such as maintenance contracts). Where cost change has been applied for year four onwards, Council has used the BERL indices shown below. For all years from 2021 to 2031 the BERL indices shown below have also been applied. There is a medium risk that inflation may increase at a higher rate. This would impact on the affordability of Council’s services and would be addressed as part of Council’s annual planning process.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Inflation Adjustment Range	0% to 1.5	0% to 1.8%	0% to 3.0%	2% to 2.9%	1.9% to 2.9%	1.8% to 2.9%	1.8% to 3.1%	1.6% to 3.4%	1.7% to 3.4%	1.6% to 3.1%

## 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 Policy defines the delegations and tendering requirements of projects. Significant estimates are independently peer reviewed. The timing of projects is assumed to be as planned unless significant changes to a project occurs.

The costs to complete the wastewater scheme at Clyde are based on tendered prices and are estimated to be between  $\pm 10\%$ .

The costs to complete the Lake Dunstan Water Supply scheme are based on detailed design and are estimated to be between  $\pm 30\%$ .

Cromwell Masterplan is also based on initial estimated costs, and believe they are also based on an accuracy of  $\pm 30\%$ . These costs will be refined as Council works through the design process once the preferred option has been selected. The risk of any significant changes is medium.

## Asset Revaluations and Data Accuracy

Assets are revalued five-yearly for parks and reserves and three-yearly for all other asset groups to understand their worth and condition. We make assumptions on an asset's useful life and its replacement cost based on actual life and asset condition information, market rates, and professional knowledge. We mitigate the risk of these assumptions by revaluing some assets annually, undertaking asset testing, and regular visual condition rating.

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. Revaluations in the 10-year plan are based on BERL indices for the appropriate asset class.

If Council's assumptions are wrong, there is a risk that Council's assets are either under-or-over valued and also under-or-over insured. Either scenario could have financial implication around insurance payments or insurance claims. The risk associated with the revaluations is considered low. Since 2019, Council has been working to improve confidence in the plant asset register and the data collected.

## Depreciation

We have used the current depreciation rates based on the remaining useful lives of existing assets. New assets have been assigned estimated lives based on similar assets from the existing asset register. For larger assets, the asset lives are based on the predominant asset. There is a risk that the life of an asset is significantly shorter or longer than Council assumptions. This could result in financial implications due to changes to the capital works programme, or insufficient funds collected to meet the renewal programme. The risk of any significant changes is low.

## **New Zealand Transport Agency funding**

In each three-year period, Waka Kotahi New Zealand Transport Agency funds the majority of Council's roading expenditure, currently at a rate of 51%. The roading programme presented in Council's Long-term Plan also has planned funding from Waka Kotahi at a rate of 51% for all qualifying roading expenditure. Waka Kotahi is experiencing funding restrictions, which will impact the funding available to councils. The risk of Waka Kotahi not funding Council's proposed roading programme is medium. If this occurs, then the work programme will be reduced, which will result in work being deferred which could result in a reduction in levels of service, and higher future costs.

## **Clyde Wastewater**

Within the options for Clyde Wastewater, presented in the 2018-28 Consultation Document, there are payment options for the connection fee. The payment option would give Clyde residents a choice to make a one-off payment or to pay a set amount for 10 years, equivalent to the repayments required to repay the connection fee over 10 years at a 5% interest rate. The interest rate is set to recover any charges and costs incurred in administering the 10-year repayments to make both alternatives cost neutral to Council. The Long-term Plan assumes that 50% of Clyde residents in stage one will pay the one-off connection fee of \$10,000, with the other 50% electing to pay \$1,278 a year for 10 years from connection.

## **Capital Expenditure Completion Rate**

Council assumes it will meet its proposed capital expenditure programme of work. Council is proposing significant expenditure particularly in the three-waters space. These programmes of work are significant.

The key risk is that the Council is unable to deliver the works programmes as proposed. Should the programme not be fully achieved, a backload of work arises, which could impact on levels of service, delays in replacing assets and price increases. There is also the risk of assets failing before they can be replaced and there is also a financial risk with the introduction of external borrowings to fund Council's capital programme of work. The risk with delays is medium to high, due to the significant programme planned, the capacity of the construction sector, and three waters reform that may impact on the timing of the programme. Should the projects fall behind schedule, Council has the ability to revise the speed of delivery in future annual plans. Any money already collected can be carried forward to a later year to be used at the point of construction.

# Development and Financial Contributions Policy

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## Purpose

1. Population and business growth create the need for new subdivisions and developments, and these place increasing demands on the assets and services provided by Central Otago District Council (Council). As a result, significant investment in new or upgraded assets and services is required to meet the demands of growth.
2. The purpose of the Policy is to ensure that a fair, equitable, and proportionate share of the cost of those assets and services is funded by development. Council intends to achieve this by using:
  - development contributions under the Local Government Act 2002 (LGA02) for network infrastructure (water supplies, wastewater and transport) across the district including Alexandra, Clyde, Cromwell, Omakau, Ranfurly, Roxburgh, Naseby and Patearoa; and
  - financial contributions under the Resource Management Act 1991 (RMA) for reserves across the district.

## Navigating this document

3. The Policy outlines Council's approach to funding development infrastructure via development contributions under the LGA02 and financial contributions under the RMA.
4. The Policy has three main parts:
  - Part 1: Policy operation
  - Part 2: Policy background and supporting information
  - Part 3: Catchment maps for the development contributions.

## PART 1: Policy operation

5. Part 1 provides information needed to understand if, when, and how development contributions and financial contributions will apply to developments. It also explains peoples' rights and the steps required to properly operate the Policy.
6. The key sections of Part 1 are:
  - The charges
  - Liability for development contributions
  - When development contributions are levied
  - Determining infrastructure impact
  - Review rights
  - Other operational matters

- Summary of financial contributions
- Definitions.

## **PART 2: Background and supporting information**

7. Part 2 provides the information needed to meet the accountability and transparency requirements of the LGA02 for the Policy, including explaining Council's policy decisions, how the development contributions were calculated, and what assets the development contributions are intended to be used towards.
8. The key sections of part 2 are:
  - Requirement to have the Policy
  - Funding summary
  - Funding policy summary
  - Catchment determination
  - Significant assumptions of the Policy
  - Cost allocation
  - Calculating the development contributions
  - Schedule 1 Development contribution calculations
  - Schedule 2 Future assets and programmes funded by development contributions
  - Schedule 3 Past assets and programmes funded by development contributions.

## **PART 3: Catchment maps**

9. Part 3 provides the catchment maps that show where the development contributions in the Policy apply.

# PART 1: Policy operation

## Development contributions

### The charges

10. There are seven areas (catchments) within the Central Otago district (the District) where development contributions apply. The catchments where development contributions apply for each infrastructure activity are mapped in Part 3 of the Policy.
11. The related charges per Household Unit Equivalent (HUE) for each activity are in Table 1. See the *Determining infrastructure impact* section below for an explanation of a HUE.
12. For each infrastructure activity for which development contributions are required, the development contribution payable is calculated by multiplying the number of HUEs generated through the development by the charge for that activity. This is then aggregated for all activities to give the total charge.
13. For example, subject to any credits that may apply for the original lot, a three-lot residential development in Alexandra will pay three times the water, wastewater, transport and community infrastructure charges, totalling \$49,158 (GST inc) plus financial contributions.
14. These charges may be adjusted for inflation annually in line with the Producers Price Index Outputs for Construction, as permitted by sections 106 (2B) and (2C) of the LGA02. The latest charges will be published on Council's website <https://www.codc.govt.nz/services/planning/development-contributions>.

Table 1: Charge per HUE at 1 July 2021 (GST inclusive)<sup>1</sup>

ACTIVITY	CHARGE PER HUE (GST INC)		
	Scheme (\$)	District (\$)	Total (\$)
<b>Water</b>			
Alexandra and Clyde	7,042	89	7,131
Cromwell	3,788	89	3,877
Naseby	3,956	89	4,044
Omakau	10,828	89	10,917
Patearoa	3,178	89	3,267
Ranfurly	2,404	89	2,493
Roxburgh	5,323	89	3,321
<b>Wastewater</b>			
Alexandra and Clyde	7,140	396	7,536
Cromwell	2,743	396	3,139
Naseby	3,004	396	3,399



ACTIVITY	CHARGE PER HUE (GST INC)		
Omakau	4,597	396	4,992
Ranfurly	400	396	796
Roxburgh	4,275	396	4,670
<b>Stormwater</b>	<b>Scheme (\$)</b>	<b>District (\$)</b>	<b>Total (\$)</b>
District	-	-	-
Reserves			
Urban areas	Financial contribution		
Rural areas	Financial contribution		
<b>Transport</b>			
District	-	1,719	1,719
<b>Community infrastructure</b>			
<b>District</b>	-	-	-

*This table has rounding ( $\pm 1$ )*

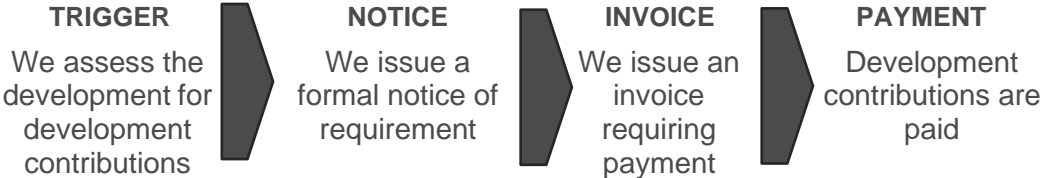
<sup>1</sup> GST has been applied at the rate of GST as at 1 July 2021 (15%). Should the rate of GST change, the charges will be adjusted accordingly. The GST exclusive charge per activity can be found in Schedule 1.

## Liability for Development Contributions

15. If subdividing, building, connecting to Council's services, or otherwise undertaking development in the District, development contributions may need to be paid. Development contributions apply to developments within the areas shown in the Development Contribution Catchment Maps in Part 3.
16. In some circumstances, development contributions may not apply or may be reduced. Further information on these circumstances can be found in the sections When development contributions are levied, Credits, and Limitations on imposing development contributions.
17. Financial contributions may also be required in some cases. This is discussed later in the Policy.
18. Development of new infrastructure sometimes means that areas not previously subject to the development contributions policy development contribution become so. For example, a bare section in a subdivision may be liable for development contributions whereas previously constructed houses on the same subdivision were not.
19. Council officers will be available to help resolve any uncertainty about development contribution liabilities.

# When Development Contributions are levied

20. Once an application for a resource consent, building consent, certificate of acceptance, or service connection has been made with all the required information, the normal steps for assessing and requiring payment of development contributions are:



21. These steps are explained in more detail below.

## Trigger for requiring development contributions

22. Subject to the 3-step initial assessment outlined in paragraph 25 below, Council can require development contributions for a development upon the granting of:

- A resource consent
- A building consent or certificate of acceptance
- An authorisation for a service connection.

23. Council will generally require development contributions at the earliest possible point (i.e. whichever consent, certificate, or authorisation listed above is granted first). For new developments, the resource consent is often the first step in the process and therefore the first opportunity to levy development contributions. Where development contributions were not assessed (or only part assessed) on the first consent, certificate or authorisation for a development, this does not prevent the Council assessing contributions on a subsequent consent, certificate or authorisation for the same development (for the reasons set out in the following paragraphs).

24. Development contributions will be assessed under the Policy in force at the time the application for resource consent, building consent, certificate of acceptance, or service connection was submitted with all required information.

### Initial Assessment

25. On receiving an application for resource consent, building consent, certificate of acceptance, or service connection, Council will check that:

- A. the development (subdivision, building, land use, or work) generates a demand for reserves, community infrastructure or network infrastructure; and

- B. the effect of that development (together with other developments) is to require new or additional assets or assets of increased capacity in terms of reserves, community infrastructure or network infrastructure; and
  - C. Council has incurred or will incur capital expenditure to provide appropriately for those assets. This includes capital expenditure already incurred by Council in anticipation of development.
26. Council has identified the assets and areas that are likely to meet the requirements of (B) and (C), and these are outlined in Schedules 2 and 3 (Past and future assets funded by development contributions) and Part 3 Development contribution catchment maps). In general, if a development is within one of the areas covered by the catchment maps, it is likely that development contributions will be required.

Development contributions may be waived or reduced if:

- a resource consent or building consent does not generate additional demand for any community facilities (such as a minor boundary adjustment); or
  - one of the circumstances outlined in the section Limitations on imposing development contributions apply; or
  - credits apply as outlined in the Credits section.
27. If a subsequent resource consent (including a change to a condition of a resource consent), building consent, certificate of acceptance, or service connection is sought, a new assessment may be undertaken using the policy in force at that time. Any increase or decrease in the number of HUEs, relative to the original assessment, will be calculated and the contributions adjusted to reflect this.
28. This means Council will require additional development contributions where additional units of demand are created, and development contributions for those additional units of demand have not already been required.
29. Examples of where additional development contributions may apply after a subsequent trigger event include:
- Minimal development contributions have been levied on a commercial development at subdivision or land use consent stage, as the type of development that will happen will only be known at building consent stage.
  - Development contributions levied at the subdivision or land use consent stage were for a small home, but the home built is larger or is subsequently extended.
  - The nature of use has changed, for example from a low infrastructure demand commercial use to a high infrastructure demand commercial use.

## NOTICE

30. A development contribution notice will normally be issued when a resource consent, building consent, certificate of acceptance, or service connection authorisation is granted. In some cases, the notice may be issued or reissued later. The notice is an important step in the process, as it outlines the activities and the number of HUEs assessed for development contributions, as well as the charges that will apply to the development. It also triggers rights to request a development contributions reconsideration or to lodge an objection (see the section on Review rights below).
31. If multiple consents or authorisations are being issued for a development, a development contribution notice may be issued for each.
32. Development contribution notices do not constitute an invoice or an obligation to pay for the purposes of the Goods and Services Tax Act 1985.

## INVOICE

33. An invoice for development contributions will be issued to provide an accounting record and to initiate the payment process. The timing of the invoice is different for different types of consents or authorisations (see Table 2).

**Table 2: Invoice timing**

Invoice timing	
Building consent	At granting of the building consent
Certificate of acceptance	At the time of application for a certificate of acceptance
Resource consent for subdivision	At the time of application for a certificate under section 224(c) of the RMA (the 224(c) certificate). An invoice will be issued for each stage of a development for which 224(c) certificates are sought, even where separate stages are part of the same consent.
Resource consent (other)	At granting of the resource consent
Service connection	At the time of application for the service connection

34. Despite the provisions set out above, if a development contribution required by Council is not invoiced at the specified time as a result of an error or omission on the part of Council, the invoice will be issued when the error or omission is identified. The development contributions remain payable.

## PAYMENT

35. Development contributions must be paid by the due dates in Table 3.

**Table 3: Payment due date**

Payment due date	
Building consent	20 <sup>th</sup> of the month following the issue of the invoice
Certificate of acceptance	At issue of the certificate of acceptance
Resource consent for subdivision	Prior to release of the certificate under section 224(c) of the RMA
Resource consent (other)	20 <sup>th</sup> of the month following the issue of the invoice
Service connection	At issue of the connection approval

36. On time payment is important because, until the development contributions have been paid in full, Council may:

- Prevent the commencement of a resource consent.
- Withhold a certificate under section 224(c) of the RMA.
- Withhold a code compliance certificate under section 95 of the Building Act 2004.
- Withhold a service connection to the development.
- Withhold a certificate of acceptance under section 99 of the Building Act 2004.

37. Where invoices remain unpaid beyond the payment terms set out in the Policy, Council will start debt collection proceedings, which may involve the use of a credit recovery agent. Council may also register the development contribution under the Land Transfer Act 2017, as a charge on the title of the land in respect of which the development contribution was required.

## Determining Infrastructure Impact

38. In order to have a consistent method of charging for development contributions, the Policy is centred around the concept of a household unit equivalent or “HUE” for infrastructure. In other words, an average household in a standard residential unit and the demands they typically place on community facilities. Table 4 summarises the demand characteristics of each HUE.

**Table 4: HUE demand measures**

Activity	Unit of measurement	Demand per hue
Water	Occupancy	2.2 people
Wastewater	Occupancy	2.2 people
Stormwater	N/A	N/A
Transport	Trips per day	8 trips per day
Reserves	N/A	N/A
Community infrastructure	N/A	N/A

## RESIDENTIAL DEVELOPMENT

39. In general, the number of HUEs charged is one per new allotment or residential unit created, although lower assessments can apply in some cases for minor and small residential units.
40. When calculating the number of HUEs for a residential subdivision, Council will adjust the assessment to account for any:
- Credits relating to the site (refer to the Credits section below).
  - Allotment which, by agreement, is to be vested in Council for a public purpose.
  - Allotment required as a condition of consent to be amalgamated with another allotment.
41. A retirement unit or visitor accommodation unit will be assessed as generating 0.5 HUEs for each activity. If a unit could be used for residential or visitor accommodation purposes Council will determine the most appropriate classification based on the nature of the development.

### Minor and small residential units

42. Council will permit lower assessments for minor or small residential units in relation to:
- Building consents or certificates of acceptance.
  - Subdivision, land use consents, or connection authorisations where information is provided by the applicant that demonstrates that a minor or small residential unit(s) will be provided, to the satisfaction of Council. Council may enter into agreements with developers or landowners to give effect to a minor or small residential unit assessment and bind the applicant to any conditions that accompany the assessment.
43. Such assessments are guided by the parameters outlined in Table 5.

**Table 5: Small residential unit (RU) assessment guidance**

	Minor	Small	Standard
No. of bedrooms*	1	2	3 or more
HUE Discount (all services)	50%	25%	Nil
Proportion of HUE payable for all charges	0.5	0.75	1

\* A definition of bedroom is provided in the glossary

44. Alternatively, for subdivisions, Council will assess each allotment as 1 HUE and may agree to postpone payment by the person undertaking the subdivision until a building consent is issued for an allotment. At that time, Council will adjust the assessment and the payment required accordingly. See the section on Postponement.

45. Should additional bedrooms be proposed to a minor or small residential unit that has been assessed under this section, Council will require additional development contributions in line with Table 6.

**Table 6: Small residential unit (RU) extension assessment guidance (HUEs)**

Type of extension	Top up proportion payable	Total proportion paid
Extended minor RU to a small RU	0.25	0.75
Extended minor RU to a standard RU	0.5	1
Extended small RU to a standard RU	0.25	1

### **Non-residential development**

46. Non-residential subdivisions, land uses, or building developments are more complicated as they do not usually conform with typical household demands for each service.
47. In these cases, Council makes a HUE equivalent assessment based on the characteristics of the development and demand loadings likely to be placed on the services. To provide consistency, the demand measures in Table 4 have been converted for assessing non-residential developments based on gross floor area, or GFA (Table 7). Council will use these rates for determining HUEs for non-residential developments for water and wastewater unless it seeks or accepts a special assessment.



**Table 7: HUE per 100 m2 GFA (\*except stormwater, which is based on total impervious surface area)**

Development type	Water	Wastewater	Stormwater*	Transport	Community infrastructure	Reserves
Industrial	0.4	0.4	N/A	0.4	N/A	N/A
Commercial	0.4	0.4	N/A	0.4	N/A	N/A
Retail	0.4	0.4	N/A	3.0	N/A	N/A
Places of assembly	1.0	1.0	N/A	1.0	N/A	N/A
Other non-residential	Special assessment	Special assessment	N/A	Special assessment	N/A	N/A

48. If no proper assessment of the likely demand for activities can be carried out at the subdivision consent stage, a development contribution based on one HUE will be charged for each new allotment created and Council will require an assessment to be carried out at the building consent stage. This later assessment will credit any development contributions paid at the subdivision consent stage.

## Special assessments

49. Developments sometimes require a special level of service or are of a type or scale which is not readily assessed in terms of HUEs – such as large-scale primary sector processors or service stations. In these cases, Council may decide to make a special assessment of the HUEs applicable to the development. In general, Council will evaluate the need for a special assessment for one or more activities where it considers that:
- the development is of relatively large scale or uses; or
  - The development has more than 6 bedrooms
  - The development is likely to have less than half or more than twice the demand for an activity listed in Table 7 for that development type; or
  - a non-residential development does not fit into an industrial, retail or commercial land use and must be considered under the other category in Table 7; or
  - a non-residential development may use more than 5m<sup>3</sup> of water per day.
50. The demand measures in Table 4 will be used to help guide special assessments.
51. If a special assessment is sought, Council may require the developer to provide information on the demand for community facilities generated by the development. Council may also carry out its own assessment for any development and may determine the applicable development contributions based on its estimates.

## Credits

52. Credits are a way of acknowledging that the lot, home or business may already be connected to, or lawfully entitled to use, one or more Council service, or a development contribution has been paid previously. Credits can reduce or even eliminate the need for a development contribution. Credits cannot be refunded and can only be used for development on the same site and for the same service for which they were created.
53. Credits will be given for properties when:
- a development contribution for a lot has already been paid (at least in part). For example, most new subdivision lots will already have had development contributions levied and paid for at least one HUE; or
  - the lot existed before 1 July 2004 and was within an urban zoning at that time under the District Plan (i.e. urban residential or urban industrial, commercial, or retail zoning). This excludes rural or rural residential properties; or
  - the property was otherwise lawfully connected to a service as at 1 July 2004; or
  - a rural or rural residential lot existed before 1 July 2004 (transport, community infrastructure and reserves only).
54. Credits given will be determined in accordance with Table 8.

**Table 8: Standard credits**

	<b>Credit for each service for which a development contribution has been paid</b>	<b>Credit for urban lots that existed before 1 July 2004</b>	<b>Credit for lawfully connected service as at 1 July 2004</b>	<b>Rural residential lots that existed before * 1 July 2004</b>	<b>Rural lots that existed before * 1 July 2004</b>
<b>Residential units or lots</b>	The number of HUEs	1 HUE for all services	1 HUE for the service(s) connected	1 HUE	1 HUE for any residential units on a lot as at 1 July 2004
<b>Non-residential buildings or lots</b>		Any underlying business lot shall be allocated a credit of one HUE, except for transport where deemed credits will not apply.			

\* Transport, community infrastructure, and reserves only.

## Review Rights

55. Developers are entitled under the LGA02 to request a reconsideration or lodge a formal objection if they believe Council has made a mistake in assessing the level of development contributions for their development.

### Reconsideration

56. Reconsideration requests are a process that formally requires Council to reconsider its assessment of development contributions for a development. Reconsideration requests can be made where the developer has grounds to believe that:
- the development contribution levied was incorrectly calculated or assessed under the Policy; or
  - Council has incorrectly applied the Policy; or
  - the information Council used to assess the development against the Policy, or the way that Council has recorded or used that information when requiring a development contribution, was incomplete or contained errors.
57. To seek a reconsideration, the developer must:
- Lodge the reconsideration request within 10 working days of receiving the development contribution notice.
  - Use the reconsideration form (found on <https://www.codc.govt.nz/services/planning/development-contributions>) and supply any supporting information with the form.

- Pay the reconsideration fee at the time of application, as set out in Council's Schedule of Fees and Charges.
58. Applications with insufficient information or without payment of fee will be returned to the applicant, with a request for additional information or payment.
59. Once Council has received all required information and the reconsideration fee, the request will be considered by a panel of a minimum of two and a maximum of three people. The panel will comprise people who were not involved in the original assessment. Notice of Council's decision will be given to the applicant within 15 working days from the date on which Council receives all required relevant information relating to the request.

### **Objections**

60. Objections are a more formal process that allow developers to seek a review of Council's decision. Developers have the right to pursue an objection regardless of whether a reconsideration request has been made. A panel of up to three independent commissioners will consider the objection. The decision of the commissioners is binding on the developer and Council, although either party may seek a judicial review of the decision.
61. Objections may only be made on the grounds that Council has:
- failed to properly take into account features of the development that, on their own or cumulatively with those of other developments, would substantially reduce the impact of the development on requirements for community facilities in the District or parts of the District; or
  - required a development contribution for community facilities not required by, or related to, the development, whether on its own or cumulatively with other developments; or
  - required a development contribution in breach of section 200 of the LGA02; or
  - incorrectly applied the Policy to the development.
62. Schedule 13A of the LGA02 sets out the objection process. To pursue an objection, the developer must:
- lodge the request for an objection within 15 working days of receiving notice to pay a development contribution, or within 15 working days of receiving the outcome of any request for a reconsideration; and
  - use the objection form (found on <https://www.codc.govt.nz/services/planning/development-contributions>) and supply any supporting information with the form; and
  - pay a deposit.

63. Objectors are liable for Council's actual and reasonable costs incurred in the objection process including staff arranging and administering the process, commissioner's time, and other costs incurred by Council associated with any hearings such as room hire and associated expenses, as provided by section 150A of LGA02. However, objectors are not liable for the fees and allowances costs associated with any Council witnesses.

## Other Operational Matters

### Refunds

64. Sections 209 and 210 of the LGA02 state the circumstances where development contributions must be refunded, or land returned. In summary, Council will refund development contributions paid if:
- the resource consent:
    - lapses under section 125 of the RMA; or
    - is surrendered under section 138 of the RMA; or
  - the building consent lapses under section 52 of the Building Act 2004; or
  - the development or building in respect of which the resource consent or building consent was granted does not proceed; or
  - Council does not provide the reserve or network infrastructure for which the development contributions were required.
65. Council may retain any portion of a development contribution referred to above of a value equivalent to the costs incurred by Council in relation to the development or building and its discontinuance.
66. Council may retain a portion of a development contribution (or land) refunded of a value equivalent to:
- Any administrative and legal costs it has incurred in assessing, imposing, and refunding a development contribution or returning land for network infrastructure or community infrastructure development contributions.
  - Any administrative and legal costs it has incurred in refunding a development contribution or returning land for reserve development contributions.

### Limitations on imposing development contributions

67. Council is unable to require a development contribution in certain circumstances, as outlined in section 200 of the LGA02, if, and to the extent that:
- it has, under section 108(2)(a) of the RMA, imposed a condition on a resource consent in relation to the same development for the same purpose; or
  - the developer will fund or otherwise provide for the same reserve, network infrastructure or community infrastructure; or
  - a third party has funded or provided, or undertaken to fund or provide, the same reserve, network infrastructure or community infrastructure; or

- Council has already required a development contribution for the same purpose in respect of the same building work, whether on the granting of a building consent or a certificate of acceptance.
68. In addition, Council will not require a development contribution in any of the following cases:
- Where, except in the case of a new dwelling, the value of any building work for which a building consent is required is less than \$20,000 exclusive of GST, unless the building consent is for a change of use
  - Where, in relation to any dwelling, replacement development, repair or renovation work generates no additional demand for reserve or network infrastructure
  - Where a building consent is for a bridge, dam (confined to the dam structure and any tailrace) or other public utility
  - The application for a resource or building consent authorisation, or certificate of acceptance is made by the Crown.

### **POSTPONEMENT AND REMISSIONS**

69. Postponement of development contribution payment will only be permitted at Council's discretion and only:
- for development contributions over \$50,000; and
  - where a bond or guarantee equal in value to the payment owed is provided.
70. The request for postponement must be made at the time a resource consent, building consent or service connection is granted. Bonds or guarantees:
- Will only be accepted from a registered trading bank.
  - Shall be for a maximum period of 24 months beyond the normal payment date set out in the Policy, subject to later extension as agreed by Council.
  - Will have an interest component added, at an interest rate of 2 percent per annum above the Reserve Bank 90-day bank bill rate on the day the bond document is prepared. The bonded sum will include interest, calculated using the maximum term set out in the bond document. If Council agrees to an extension of the term of the guarantee beyond 24 months, the applicable interest rate will be reassessed from the date of Council's decision and the guaranteed sum will be amended accordingly.
  - Shall be based on the GST inclusive amount of the contribution.
71. At the end of the term of the guarantee, the development contribution (together with interest) is payable immediately to Council.
72. If the discretion to allow a bond is exercised, all costs for preparation of the bond documents will be met by the applicant.

73. Bonds:
- Will only be accepted where the bond is guaranteed by a registered trading bank
  - Shall be for a maximum period of 24 months, subject to later extension as agreed by an authorised officer
  - Will have an interest component added, at an interest rate of 2 percent per annum above the Reserve Bank 90-day bank bill rate on the day the bond document is prepared. The bonded sum will include interest, calculated using the maximum term set out in the bond document
  - Shall be based on the GST inclusive amount of the contribution.
74. If the discretion to allow a bond is exercised, all costs of preparation of the bond documents will be met by the developer.
75. When considering a request for remission, Council will take into account:
- The purpose of development contributions, Council's financial modelling, and Council's funding and financial policies
  - The extent to which the value and nature of the works proposed by the applicant reduces the need for works proposed by Council in its capital works programme
  - Any other matter(s) that Council considers relevant.

#### **DEVELOPMENT AGREEMENTS**

76. Council may enter into specific arrangements with a developer for the provision and funding of particular infrastructure under a development agreement, including the development contributions payable, as provided for under sections 207A-207F of the LGA02. For activities covered by a development agreement, the agreement overrides the development contributions normally assessed as payable under the Policy.



## Financial contributions

### Summary of Financial Contributions under the District Plan

77. Council charges financial contributions under the RMA in the District for reserves.
78. Financial contributions are defined by section 108 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.
79. These charges are adjusted annually using the Special Consultative Procedure under section 83 of the LGA02 – so the Council’s Schedule of Fees and Charges should be reviewed to see the current charges. These changes need to maintain compliance with section 108 of the RMA. Further information on financial contributions can be found in the District Plan on Council’s website <https://www.codc.govt.nz/publications/fees-and-charges>.

Table 9: Financial contribution charges at 1 July 2021 (GST inclusive at 15%).

Financial contribution	Financial contribution charge	Comment
Reserve – Urban	\$2,380 per allotment or dwelling	Land; or cash in lieu of land; or both
Reserve – Rural	\$1,190 per allotment or dwelling	Land; or cash in lieu of land; or both

#### Financial contributions for reserves – urban

80. A financial contribution of money (except as determined in accordance with Policy 15.4.5) towards the provision and/or enhancement of open space, recreation and reserve needs of the District may be levied on subdivision or land use resource consents, or for the erection of new dwellings where no subdivision is required in the residential, business, and industrial resource areas (excluding boundary adjustments or subdivision resulting in an amalgamation of titles) and a financial contribution in terms of this rule shall be made with respect to allotments intended to accommodate a residential activity.

## Financial contributions for reserves – rural

81. A financial contribution of money (except as determined in accordance with Policy 15.4.5) towards the provision and/or enhancement of open space, recreation and reserve needs of the District may be levied on subdivision or land use resource consents, or for the erection of new dwellings where no subdivision is required in the Rural Settlement and Rural Resource Areas (excluding boundary adjustments or subdivision resulting in an amalgamation of titles) and a financial contribution in terms of this rule shall be made with respect to allotments intended to accommodate a residential activity.

## Definitions

82. In the Policy, unless the context otherwise requires, the following applies:

**Accommodation unit** has the meaning given in section 197 of the LGA02.

**Activity** means the provision of facilities and amenities within the meaning of network infrastructure, reserves, or community infrastructure for which a development contribution exists under the Policy.

**Allotment (or lot)** has the meaning given to allotment in section 218(2) of the RMA.

**Asset Management Plan** means Council plan for the management of assets within an activity that applies technical and financial management techniques to ensure that specified levels of service are provided in the most cost-effective manner over the life-cycle of the asset.

**Bedroom** means any habitable space within a residential unit capable of being used for sleeping purposes and can be partitioned or closed for privacy including spaces such as a “games”, “family”, “recreation”, “study”, “office”, “sewing”, “den”, or “works room” but excludes:

- any kitchen or pantry;
- bathroom or toilet;
- laundry or clothes-drying room;
- walk-in wardrobe;
- corridor, hallway, or lobby;
- garage; and
- any other room smaller than 6m<sup>2</sup>.

Where a residential unit has any *living* or *dining* rooms that can be partitioned or closed for privacy, all such rooms except one shall be considered a bedroom.

**Capacity life** means the number of years that the infrastructure will provide capacity for and associated HUEs.

**Catchment** means the areas within which development contributions charges are determined and charged.

**Commercial activity** means any activity associated with (but not limited to): communication services, financial services, insurance, services to finance and investment, real estate, business services, central government administration, public order and safety services, tertiary education provision, local government administration services and civil defence, and commercial offices.

**Community facilities** means reserves, network infrastructure, or community infrastructure as defined by the LGA02, for which development contributions may be required.

**Community infrastructure** means:

- land, or development assets on land, owned or controlled by Council for the purpose of providing public amenities; and
- includes land that Council will acquire for that purpose.

**Council** means Central Otago District Council.

**Development** means any subdivision, building, land use, or work that generates a demand for reserves, network infrastructure, or community infrastructure (but does not include the pipes or lines of a network utility operator).

**District** means Central Otago.

**Gross floor area (GFA)** means the sum of the total area of all floors of a building or buildings (including any void area in each of those floors, such as service shafts, liftwells or stairwells) measured:

- where there are exterior walls, from the exterior faces of those exterior walls;
- where there are walls separating two buildings, from the centre lines of the walls separating the two buildings;
- where a wall or walls are lacking (for example, a mezzanine floor) and the edge of the floor is discernible, from the edge of the floor.

[See the National Planning Standards 2019.](#)

**Household unit equivalent (HUE)** means demand for Council services equivalent to that produced by a nominal household in a standard residential unit.

**Industrial activity** means an activity that manufactures, fabricates, processes, packages, distributes, repairs, stores, or disposes of materials (including raw, processed, or partly processed materials) or goods. It includes any ancillary activity to the industrial activity.

**LGA02** means the Local Government Act 2002.

**Network infrastructure** means the provision of transportation (roading), water, wastewater and stormwater infrastructure.

**Place of assembly** means marae, community centres or facilities, halls, places of worship, indoor cultural, recreation, or sporting facilities, clubrooms, cinemas, theatres, and conference facilities.

**Policy** means this Development and Financial Contributions Policy.

**Reserve** means land for public open space and improvements to that land needed for it to function as an area of usable green open space. This land is used for recreation, sporting activities and the physical welfare and enjoyment of the public, as well as for the protection of the natural environment and beauty of the countryside (including landscaping, sports and play equipment, walkways and cycleways, carparks, and toilets). In the Policy, reserve does not include land that forms, or is to form, part of any road; or is used, or is to be used, for stormwater management purposes].

**Residential unit** means building(s) or part of a building that is used for a residential activity exclusively by one household, and must include sleeping, cooking, bathing and toilet facilities. [See the National Planning Standards 2019.](#)

**Retail activity** means any activity trading in goods, equipment or services that is not an industrial activity or commercial activity.

**Retirement unit** means any dwelling unit in a retirement village but does not include aged care rooms in a hospital or similar facility.

**Retirement village** has the meaning given in section 6 of the Retirement Villages Act 2003.

**RMA** means the Resource Management Act 1991.

**Service connection** means a physical connection to an activity provided by, or on behalf of, Council (such as water, wastewater or stormwater services).



Table 10. Total cost of capital expenditure for growth and funding sources

Activity	Total capex	Growth capex	Development contribution funded capex	Total capex proportion funded by development contributions	Capex proportion funded from other sources	Development contribution interest	Total amount to be funded by development contributions
Calculations	A	B	C	C/A*100	((A- C)/A)*100	D	C+D
<b>Total water supply</b>	<b>133,390,725</b>	<b>21,509,677</b>	<b>21,509,677</b>	<b>16%</b>	<b>84%</b>	<b>743,997</b>	<b>22,253,674</b>
Greater Alexandra	57,848,685	11,266,757	11,266,757	19%	81%	0	11,266,757
Cromwell	33,233,372	9,044,994	9,044,994	27%	73%	721,538	9,766,533
Omakau	3,493,040	705,862	705,862	20%	80%	0	705,862
Ranfurly	2,122,006	102,510	102,510	5%	95%	0	102,510
Naseby	2,044,848	84,554	84,554	4%	96%	0	84,554
Roxburgh	3,965,414	61,488	61,488	2%	98%	0	61,488
Patearoa	1,063,585	12,096	12,096	1%	99%	0	12,096
District Wide	29,619,773	231,415	231,415	1%	99%	22,459	253,874
<b>Total Wastewater</b>	<b>113,273,226</b>	<b>13,814,403</b>	<b>13,814,403</b>	<b>12%</b>	<b>88%</b>	<b>431,901</b>	<b>14,246,305</b>
Greater Alexandra	53,902,873	4,994,933	4,994,933	9%	91%	0	4,994,933
Cromwell	25,275,286	7,595,306	7,595,306	30%	70%	344,203	7,939,509
Omakau	1,236,783	159,180	159,180	13%	87%	16,606	175,786
Naseby	1,071,240	41,483	41,483	4%	96%	0	41,483
Roxburgh	2,293,457	60,786	60,786	3%	97%	0	60,786
District Wide	28,403,656	938,844	938,844	3%	97%	71,092	1,009,936
<b>Total Transport</b>	<b>177,514,960</b>	<b>11,958,532</b>	<b>11,958,532</b>	<b>7%</b>	<b>93%</b>	<b>1,001,396</b>	<b>12,959,928</b>
<b>Grand Total</b>	<b>424,178,910</b>	<b>47,282,613</b>	<b>47,282,613</b>	<b>11%</b>	<b>89%</b>	<b>2,177,294</b>	<b>49,459,907</b>

This table has rounding ( $\pm 1$ )

## Funding policy summary

### Funding growth expenditure

85. 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.
86. Population and business growth create the need for new subdivisions and development, and these place increasing demands on the assets and services provided by Council. Accordingly, significant investment in new or upgraded assets and services are required to meet the demands of growth.
87. Council has decided to fund these costs from:
  - Development contributions under the LGA02 for:
    - water supply;
    - wastewater and
    - transport.
  - Financial contributions under the RMA for:
    - reserves.
88. In forming this view, Council has considered the matters set out in section 101(3) of the LGA02 within its Revenue and Financing Policy, and within the Policy.
89. The Revenue and Financing Policy is Council's primary and over-arching statement on its approach to funding its activities. It outlines how all activities will be funded, and the rationale for Council's preferred funding approach.
90. In addition, Council is required under section 106(2)(c) of the LGA02 to explain within the Policy why it has decided to use development contributions and financial contributions to fund capital expenditure relating to the cost of growth. This assessment is below.
91. Council has chosen to use development contributions for water supply, wastewater and transport activities, and financial contributions for reserves. As Council works through the district plan review, the transfer of reserves over to development contributions will be considered.
92. Council has considered whether development contributions and financial contributions] are an appropriate source of funding considering each activity, the outcomes sought, and their links to growth infrastructure. Council has developed three outcomes to help achieve our vision of:



- A connected community
- A thriving economy; and
- A sustainable environment

93. These outcomes seek a well serviced growing community that is financially sustainable. Council is committed to investing in Council infrastructure to renew plant when needed, to accommodate population growth, and to meet environmental and health standards. Development contributions and financial contributions provide a mechanism for funding of water, wastewater, stormwater, roading, and reserves needed to achieve our growth ambitions that may not otherwise be affordable to our community. As a dedicated growth funding source, they also offer more secure funding through which we can deliver on our outcomes for our growing communities.

Other funding decision factors (sections 101(3)(a)(ii) – (v))

94. Council has considered the funding of growth-related community facilities against the following matters:
- The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals, and the extent to which the actions or inaction of particular groups or individuals contribute to the need to undertake the activity.
  - The period in or over which those benefits are expected to occur.
  - The costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities.
95. A summary of this assessment is below.

**Table 11: Other funding decision factors**

<p><b>Who benefits / whose act creates the need</b></p>	<p>A significant portion of Council’s work programme over the next 10 years is driven by development or has been scoped to ensure it provides for new developments. The extent to which growth is serviced by, and benefits from, an asset or programme as well as how much it serves and benefits existing ratepayers is determined for each asset or programme.</p> <p>Council believes that the growth costs identified through this process should be recovered from development, as this is what creates the need for the expenditure and/or benefits principally from new assets and additional network capacity. Where and to the extent that works benefit existing residents and businesses, those costs are recovered through rates.</p> <p>The Catchment determination section below outlines how Council determined the catchments for development contributions in the Policy.</p>
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<p><b>Period of benefit</b></p>	<p>The assets constructed for development provide benefits and capacity for developments now and developments in the future. In many cases, the “capacity life” of such assets spans decades.</p> <p>Development contributions allow development related capital expenditure to be apportioned over the capacity life of assets. Developments that benefit from the assets will contribute to their cost, regardless of whether the developments happen now or in the future.</p> <p>Financial contributions to be secured on land use activities and/or subdivision activities which represent the cost imposed on the wider community in relation to remedying or mitigating adverse effects as a consequence of that land use activity and/or subdivision activity.</p>
<p><b>Funding sources and rationale including rationale for separate funding</b></p>	<p>The cost of supporting development in the Central Otago District is significant. Development contributions and financial contributions send clear signals to the development community about the cost of growth and the capital costs of providing infrastructure to support that growth.</p> <p>The benefits to the community are significantly greater than the cost of policy making, calculations, collection, accounting and distribution of funding for development contributions.</p>

**Overall impact of liability on the community (section 101(3)(b))**

- 96. 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 may be impacts of this nature, Council may revisit this policy.
- 97. Council has also considered the impact of the overall allocation of liability on the community. In this case, the liability for revenue falls directly with the development community. Council considers that the level of development and financial contributions is affordable and does not consider it likely that there will be an undue or unreasonable impact on the social, economic, environmental and cultural wellbeing of this section of the community.
- 98. Moreover, shifting development costs onto ratepayers is likely to be perceived as unfair and would significantly impact the rates revenue required from existing residents who do not cause the need for, or benefit directly from, the growth infrastructure needed to service new developments.
- 99. Overall, Council considers it fair and reasonable, and that the social, economic, environmental and cultural interests of the District’s communities are best advanced through using development contributions and financial contributions to fund the costs of growth-related capital expenditure for community facilities.

**Catchment determination**

- 100. When setting development contributions, Council must consider how it sets its catchments for grouping charges by geographic area.

101. The LGA02 gives Council wide scope to determine these catchments, provided that:
- The grouping is done in a manner that balances practical and administrative efficiencies with considerations of fairness and equity; and
  - Grouping by geographic area avoids grouping across an entire district wherever practical.
102. Council has determined that there will be:
- Scheme based catchments for water supply and wastewater
  - One district-wide catchment for transport
103. Council considers that this strikes the right balance between practical and administrative efficiency, and considerations of fairness and equity for the following reasons:
- Using scheme-based catchments for water supply and wastewater ensures that there is a direct link between additional demand and growth costs imposed on the scheme.
  - Going down a further level to consider additional demand to individual supply zones is considered inefficient and would likely result in significant movements in the contributions from policy to policy.
  - All developments within the district's boundaries have the ability to use the transport network. Therefore, all developments shall be assessed for a development contribution. Transport development contributions fund growth-related capital expenditure for all components of the transportation network.

## Significant assumptions of the policy

### METHODOLOGY

104. In developing a methodology for the development contributions in the Policy, Council has taken an approach to ensure that the cumulative effect of development is considered across each catchment.

### PLANNING HORIZONS

105. A 10 to 30-year timeframe has been used as a basis for forecasting growth and growth-related assets and programmes. This is set out in Council's asset management plans.

### PROJECTING GROWTH

106. The District has experienced strong population and economic growth, and this growth is forecast to increase further. Statistics New Zealand (Stats NZ) figures indicate strong population growth in the District, with the number of residents increasing by 3.3% per annum since 2013.

107. Using growth projections developed by Rationale Ltd as a base, the key assumptions about future growth are:

- Years 2021-2031:
  - Population growth in the District of around 1.7% (or around 420 people) per annum.
  - Residential unit growth in the District of around 1.6% (or around 210 units) per annum.
  - Commercial and industrial rating unit growth in the District of around 1.5% (or around 20 units) per annum.
  
- Years 2031-2051:
  - Population growth in the District of around 1.1% (or around 220 people) per annum.
  - Residential unit growth in the District of around 1.1% (or around 110 units) per annum.
  - Commercial and industrial rating unit growth in the District of around 1.0% (or around 10 units) per annum.

108. A five-yearly breakdown of population and household forecasts is in Table 13.

**Table 12: Five-yearly breakdown of population and household forecasts**

	2013 Census	2021 (EST)	2026	2031	2036	2041	2046	2051
<b>Alexandra and Clyde</b>								
<b>Population</b>	5,960	7,114	7,468	7,692	7,875	8,030	8,204	8,379
<b>Household</b>	3,165	3,552	3,731	3,846	3,938	4,013	4,095	4,179
<b>Cromwell</b>								
<b>Population</b>	4,737	6,600	7,219	7,688	8,111	8,514	8,938	9,366
<b>Household</b>	2,616	3,687	4,117	4,479	4,660	4,829	5,011	5,205
<b>Omakau</b>								
<b>Population</b>	297	346	358	378	400	424	450	478
<b>Household</b>	195	229	237	250	264	280	298	316
<b>Ranfurly</b>								
<b>Population</b>	666	738	754	759	760	751	735	715
<b>Household</b>	429	466	477	480	481	481	481	481
<b>Roxburgh</b>								
<b>Population</b>	603	680	681	689	694	697	702	704
<b>Household</b>	405	421	422	426	429	431	434	436
<b>Naseby</b>								
<b>Population</b>	120	125	128	129	129	127	125	121
<b>Household</b>	282	302	308	311	311	311	311	311

	2013 Census	2021 (EST)	2026	2031	2036	2041	2046	2051
<b>Patearoa</b>								
<b>Population</b>	185	196	201	203	203	201	197	192
<b>Household</b>	73	77	79	79	79	79	79	79
<b>Other</b>								
<b>Population</b>	5,912	8,005	8,899	10,045	11,167	12,251	13,309	14,351
<b>Household</b>	2,855	3,435	3,737	4,161	4,735	5,296	5,845	6,378
<b>District Total</b>								
<b>Population</b>	18,480	23,803	25,70	27,582	29,338	30,995	32,660	34,306
<b>Household</b>	<b>10,020</b>	<b>12,169</b>	<b>13,10</b>	<b>14,032</b>	<b>14,898</b>	<b>15,721</b>	<b>16,555</b>	<b>17,385</b>

*This table has rounding ( $\pm 1$ )*

109. Council forecasts demand of approximately 450 rating units for business development over the next 30 years to accommodate population growth.
110. The combined demand forecast is approximately 5,550 rating units over 30 years – 5,100 HUEs for households and 450 HUEs for business. Further information about these forecasts can be found in Council's 2021-2031 Long-term Plan and on Council's website <https://www.codc.govt.nz>.

### **Best available knowledge**

111. Development contributions are based on capital expenditure budgets included in Council's asset management plans. The capital expenditure budgets and projected estimates of future asset works are based on the best available knowledge at the time of preparation. As better information becomes available, the Policy will be updated, generally through the annual plan process.

### **Key risks/effects**

112. There are two key risks and resulting effects associated with administering development contributions. These are:
  - That the growth predictions do not eventuate, resulting in a change to the assumed rate of development. In that event, Council will continue to monitor the rate of growth and will update assumptions in the growth and funding predictions, as required.
  - That the time lag between expenditure incurred by Council and development contributions received from those undertaking developments is different from that assumed in the funding model, and that the costs of capital are greater than expected. This would result in an increase in debt servicing costs. To guard against that occurrence, Council will continue to monitor the rate of growth and will update assumptions in the growth and funding models as required.

## Service assumptions

113. It is assumed that methods of service delivery and levels of service will remain substantially unchanged and in accordance with Council's Long-term Plan, asset management plans and Infrastructure Strategy.

## Funding model

114. A funding model has been developed to calculate development contributions under the Policy. It accounts for the activities for which contributions are sought, the assets and programmes related to growth, forecast growth and associated revenue. The funding model embodies several important assumptions, including that:
- All capital expenditure estimates are inflation adjusted and GST exclusive.
  - The levels of service (LOS)/backlog, renewal and maintenance portions of each asset or programme will not be funded by development contributions. See the Cost allocation section below.
  - The growth costs associated with an asset are spread over the capacity life of the asset and any debt incurred in relation to that asset will be fully repaid by the end of that capacity life.
  - Interest expenses incurred on debt accrued will be recovered via development contributions and shared equally over all forecast HUEs over a 10-year period for each activity/catchment.

## Cost allocation

115. Council must consider how to allocate the cost of each asset or programme between three principal drivers – growth, LOS/backlog, and renewal. Council's general approach to cost allocation is summarised as:
- Where a project provides for and benefits only growth, 100% of a project's cost is attributed to growth. To qualify for this, there would have to be no renewal element (see below) or material level of service benefit or capacity provided for existing residents and businesses.
  - Where a project involves renewal of existing capacity, the following approach is used.
    - i. A renewal project that renews an asset to its original condition and capacity is 100% renewal.
    - ii. If the capacity is increased as part of the renewal, then the renewal portion is estimated using the age of the asset over its expected standard life.
    - iii. If the asset age is unknown, then the growth portion will be based on the proportion that growth (in HUEs) will make up of the future community (in HUEs). The remainder is apportioned to renewal.
  - If a project provides for growth and LOS, after deducting any share of costs attributable to renewal, Council will split the cost between growth and LOS based on the future beneficiary split. Under this approach, the cost attributed to:
    - iv. Growth will be based on the proportion that growth (in HUEs) will make up of the future community (in HUEs)].

- v. LOS will be based on the proportion that the existing community (in HUEs) will make up of the future community (in HUEs).
  - vi. If the asset age is unknown, then the growth portion will be based on the proportion that growth (in HUEs) will make up of the future community (in HUEs). The remainder is split between LOS and renewal.
116. For particularly large and expensive projects, Council may undertake a specific cost apportionment assessment that differs from the general approach outlined above.

## Calculating the development contributions

117. This section outlines how the development contributions were calculated in accordance with section 203 and Schedule 13 of the LGA02.

### Process

118. The steps needed to determine growth, growth projects, cost allocations, and to calculate the development contributions charges are summarised in Table 14.



**Table 13: Summary of development contribution calculation methodology**

Step	Description / comment	Example (\$ GST exc)
<b>1. Forecast growth</b>	Council estimates potential land supply and likely take up of that land. The estimates help provide household and business growth forecasts for up to 30 years. See the <i>Projecting growth</i> section above for further information.	Existing Cromwell HUEs = 4,800. 20 yr growth = 1,500 HUEs
<b>2. Identify projects required to facilitate growth</b>	Council develops the works programme needed to facilitate growth. In some cases, Council may have already undertaken the work. The future programme in the Policy is for 10 years.	WS Cromwell WTP Upgrade = \$10.2M
<b>3. Determine the cost allocation for projects</b>	The cost of each asset or programme is apportioned between renewal, growth, and LOS/backlog in accordance with the approach outline in the <i>Cost allocation</i> section of the Policy. Schedules 2 and 3 of the Policy outline the amount required to fund growth from development contributions for each of these assets or programmes.	Growth % = $1500/(4800+1500) = 24\%$ Growth \$ = $24\% * \$10.2M = \$2.4M$
<b>4. Determine growth costs to be funded by development contributions</b>	Council determines whether to recover all of the growth costs identified in step 3 from development contributions, or whether some of the growth costs will be funded from other sources.	100% of growth costs funded from development = \$2.4M
<b>5. Adjust for interest costs and charge inflation adjustments</b>	The raw cost requires adjustments in the funding model to ensure total revenue received over 10 years equals total costs after accounting for interest costs. These costs are shared equally among all HUEs in the relevant catchment over 10 years. These adjustments impact the final charges.	Interest costs estimated at \$0.14M means total cost to fund via DCs = \$2.54M
<b>6. Divide development contribution funded growth costs by capacity lives</b>	The growth costs from step 5 are divided by the estimated capacity life (defined in HUEs) to provide a charge per HUE for each future and past asset and programme. This is done year by year so that the consumption of an asset's capacity can be considered annually.	Cost per HUE = $\$2.54M/1500 \text{ HUEs} = \$1,700 \text{ per HUE}$
<b>7. Sum all per asset charges</b>	For each catchment and activity, add up the per HUE asset or programme charges to provide a total development contribution. This is done over the future 10 year analysis window to give a charge that reflects the capacity consumed over the next 10 years. For each activity and catchment, development contributions fund the programme on an aggregated basis.	Total growth costs in 10 yr analysis window = \$1.25M. Total HUEs in 10 yr analysis window = 909 HUEs. Charge per HUE = $\$1.25M / 909 \text{ HUEs} = \$1,374 \text{ per HUE}$

## **Summary of calculations**

119. Schedule 1 summarises the calculation of the charge per HUE for each activity/catchment (step 7). Schedules 2 and 3 provide information on each asset or programme including the information in steps 2 - 6.

## Schedule 1 – Charge per Household Unit Equivalent calculations

This schedule summarises the calculation of the charge per HUE for each activity for each catchment. This includes the components of the charge related to capital expenditure on past assets, capital expenditure on future assets, and interest costs. All figures exclude GST.

### Water

Reference	Development contribution funded \$	Development contribution funded in analysis period \$	Interest cost \$	Total DC funded in analysis period \$	Recoverable growth/capacity life (HUEs)	Charge per HUE (GST exc)
<b>Greater Alexandra</b>	<b>11,266,757</b>	<b>4,929,267</b>	<b>0</b>	<b>4,929,267</b>	<b>805</b>	<b>6,124</b>
Future assets or programmes (refer schedule 2)	5,861,292	1,931,989	0	1,931,989	805	2,400
Past assets or programmes (refer schedule 3)		2,997,278	0	2,997,278	805	3,724
<b>Cromwell</b>	<b>9,044,994</b>	<b>2,779,633</b>	<b>215,403</b>	<b>2,995,037</b>	<b>909</b>	<b>3,294</b>
Future assets or programmes (refer schedule 2)	5,703,633	1,978,195	137,269	2,115,464	909	2,327
Past assets or programmes (refer schedule 3)	3,341,362	801,439	78,134	879,573	909	968
<b>Naseby</b>	<b>84,554</b>	<b>31,308</b>	<b>0</b>	<b>31,308</b>	<b>9</b>	<b>3,440</b>
Future assets or programmes (refer schedule 2)	3,165	1,975	0	1,975	9	217
Past assets or programmes (refer schedule 3)	81,389	29,333	0	29,333	9	3,223
<b>Omakau</b>	<b>705,862</b>	<b>253,516</b>	<b>0</b>	<b>253,516</b>	<b>27</b>	<b>9,416</b>
Future assets or programmes (refer schedule 2)	130,871	2,124	0	2,124	27	79

Reference	Development contribution funded \$	Development contribution funded in analysis period \$	Interest cost \$	Total DC funded in analysis period \$	Recoverable growth/capacity life (HUEs)	Charge per HUE (GST exc)
Past assets or programmes (refer schedule 3)	574,990	251,392	0	251,392	27	9,337
<b>Patearoa</b>	<b>12,096</b>	<b>6,116</b>	<b>0</b>	<b>6,116</b>	<b>2</b>	<b>2,764</b>
Future assets or programmes (refer schedule 2)	1,446	1,177	0	1,177	2	532
Past assets or programmes (refer schedule 3)	10,649	4,939	0	4,939	2	2,232
<b>Ranfurly</b>	<b>102,510</b>	<b>31,480</b>	<b>0</b>	<b>31,480</b>	<b>15</b>	<b>2,090</b>
Future assets or programmes (refer schedule 2)	0	0	0	0	0	0
Past assets or programmes (refer schedule 3)	102,510	31,480	0	31,480	15	2,090
<b>Roxburgh</b>	<b>61,488</b>	<b>12,094</b>	<b>0</b>	<b>12,094</b>	<b>4</b>	<b>2,811</b>
Future assets or programmes (refer schedule 2)	2,425	2,425	0	2,425	4	564
Past assets or programmes (refer schedule 3)	59,063	9,669	0	9,669	4	2,247
<b>District wide</b>	<b>231,415</b>	<b>89,094</b>	<b>8,646</b>	<b>97,740</b>	<b>1,272</b>	<b>77</b>
Future assets or programmes (refer schedule 2)	231,410	89,092	8,646	97,738	1,272	77
Past assets or programmes (refer schedule 3)	5	2	0	2	1,272	0

This table has rounding ( $\pm 1$ )

## WASTEWATER

Reference	Development contribution funded \$	Development contribution funded in analysis period \$	Interest cost \$	Total DC funded in analysis period \$	Recoverable growth/capacity life (HUEs)	Charge per HUE (GST exc)
<b>Greater Alexandra</b>	<b>4,994,933</b>	<b>1,871,374</b>	<b>0</b>	<b>1,871,374</b>	<b>301</b>	<b>6,209</b>
Future assets or programmes (refer schedule 2)	2,636,572	885,123	0	885,123	301	2,937
Past assets or programmes (refer schedule 3)	2,358,360	986,251	0	986,251	301	3,272
<b>Cromwell</b>	<b>7,595,306</b>	<b>2,115,594</b>	<b>97,684</b>	<b>2,213,277</b>	<b>928</b>	<b>2,386</b>
Future assets or programmes (refer schedule 2)	1,444,013	266,158	9,195	275,352	928	297
Past assets or programmes (refer schedule 3)	6,151,294	1,849,436	88,489	1,937,925	928	2,089
<b>Naseby</b>	<b>41,483</b>	<b>23,729</b>	<b>0</b>	<b>23,729</b>	<b>9</b>	<b>2,612</b>
Future assets or programmes (refer schedule 2)	0	0	0	0	0	0
Past assets or programmes (refer schedule 3)	41,483	23,729	0	23,729	9	2,612
<b>Omakau</b>	<b>159,180</b>	<b>71,127</b>	<b>7,421</b>	<b>78,548</b>	<b>20</b>	<b>3,997</b>
Future assets or programmes (refer schedule 2)	52,598	23,759	2,498	26,256	20	1,336
Past assets or programmes (refer schedule 3)	106,582	47,369	4,923	52,292	20	2,661
<b>Ranfurlly</b>	<b>23,871</b>	<b>5,121</b>	<b>0</b>	<b>5,121</b>	<b>15</b>	<b>348</b>
Future assets or programmes (refer schedule 2)	3,250	1,826	0	1,826	15	124
Past assets or programmes (refer schedule 3)	20,621	3,296	0	3,296	15	224
<b>Roxburgh</b>	<b>60,786</b>	<b>14,029</b>	<b>0</b>	<b>14,029</b>	<b>4</b>	<b>3,717</b>
Future assets or programmes (refer schedule 2)	19,055	9,835	0	9,835	4	2,606
Past assets or programmes (refer schedule 3)	41,732	4,194	0	4,194	4	1,111
<b>District Wide</b>	<b>938,844</b>	<b>408,134</b>	<b>30,905</b>	<b>439,040</b>	<b>1,276</b>	<b>344</b>
Future assets or programmes (refer schedule 2)	938,844	408,134	30,905	439,040	1,276	344
<b>Past assets or programmes (refer schedule 3)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,276</b>	<b>0</b>

This table has rounding ( $\pm 1$ )

## TRANSPORT

Reference	Development contribution funded \$	Development contribution funded in analysis period \$	Interest cost \$	Total DC funded in analysis period \$	Recoverable growth/capacity life (HUEs)	Charge per HUE (GST exc)
<b>District</b>	<b>11,958,532</b>	<b>3,190,116</b>	<b>268,565</b>	<b>3,458,681</b>	<b>2,314</b>	<b>1,495</b>
Future assets or programmes (refer schedule 2)	4,933,218	1,372,976	135,182	1,508,158	2,314	652
<b>Past assets or programmes (refer schedule 3)</b>	<b>7,025,314</b>	<b>1,817,140</b>	<b>133,383</b>	<b>1,950,523</b>	<b>2,314</b>	<b>843</b>

*This table has rounding (± 1)*

## Schedule 2 – Future Assets

Schedule 2 provides the forecast future capital expenditure on assets or programmes attributable to new growth in accordance with section 201A of the LGA02. All figures exclude GST.

### WATER

ID	Description	Total Cost \$	% Funded by DCs	DC funded cost \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	RECOVER-ABLE GROWTH / CAPACITY LIFE (HUES)	Charge per HUE
<b>Greater Alexandra</b>		<b>23,025,000</b>	<b>44%</b>	<b>5,861,292</b>	<b>0</b>	<b>81,595</b>	<b>113,916</b>	<b>99,248</b>	<b>107,045</b>	<b>182,271</b>	<b>269,106</b>	<b>346,150</b>	<b>334,813</b>	<b>283,767</b>	<b>114,078</b>	<b>3,929,303</b>	<b>1,931,989</b>	<b>805</b>	<b>2,400</b>
PJ19060	Dunstan flats reticulation	15,000,000	22%	3,348,119	0	0	0	0	0	67,067	134,605	202,614	191,180	157,996	61,921	2,532,735	815,384	805	1,013
PJ20110	LDWS water treatment plant construction	4,300,000	19%	811,574	0	81,095	81,724	65,496	65,852	66,209	66,567	66,926	63,149	52,188	20,453	181,914	629,659	805	782
314	WS Alex Network Extensions and Upgrades with Growth	875,000	100%	875,000	0	0	0	0	6,857	14,069	21,669	29,692	35,833	36,370	16,997	713,512	161,488	805	201
303	WS Alex network upgrade Gilligans Gully	800,000	22%	178,565	0	0	0	0	0	0	10,748	10,806	10,196	8,426	3,302	135,086	43,479	805	54
PJ18309	WS Alexandra backflow prevention	750,000	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	805	0
316	WS Clyde network extensions and upgrades	500,000	100%	500,000	0	0	31,185	24,993	25,128	25,265	25,401	25,538	24,097	19,914	7,805	290,674	209,326	805	260
PJ18308	WS Alexandra valve upgrades	500,000	16%	79,049	0	0	0	7,551	7,592	7,633	7,674	7,716	7,280	6,017	2,358	25,227	53,822	805	67
PJ18313	WS Alexandra network upgrades with developments	300,000	23%	68,987	0	500	1,007	1,208	1,616	2,027	2,441	2,858	3,077	2,855	1,241	50,155	18,831	805	23
<b>Cromwell</b>		<b>22,550,000</b>	<b>48%</b>	<b>5,703,633</b>	<b>395,781</b>	<b>24,435</b>	<b>128,379</b>	<b>154,694</b>	<b>236,016</b>	<b>245,719</b>	<b>255,719</b>	<b>333,008</b>	<b>238,460</b>	<b>245,780</b>	<b>253,253</b>	<b>3,983,950</b>	<b>2,115,464</b>	<b>909</b>	<b>2,327</b>
PJ20115	WS Cromwell WTP upgrade	10,200,000	24%	2,435,128	141,582	17,086	120,027	148,574	151,267	154,009	156,801	159,644	112,395	113,932	115,493	1,327,482	1,249,228	909	1,374
55723	WS Cromwell network capacity upgrade	4,500,000	21%	945,545	54,975	0	0	0	0	0	0	66,983	47,158	47,803	48,458	790,119	210,402	909	231
327	WS Cromwell Pisa reservoir and rising main	2,700,000	15%	363,400	9,754	2,326	2,400	1,612	42,801	43,577	44,367	45,171	31,802	32,237	32,679	94,181	278,973	909	307
PJ19058	WS Cromwell capacity upgrades	2,400,000	24%	548,572	31,895	4,272	4,407	2,959	35,063	35,698	36,345	37,004	26,052	26,409	26,770	345,487	234,981	909	258
318	WS Cromwell network extensions and upgrades with growth	1,225,000	100%	1,225,000	136,805	0	0	0	4,792	9,782	14,977	20,387	17,993	21,923	25,954	1,245,997	115,807	909	127
1330	WS Bannockburn pressure management	1,000,000	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	909	0



ID	Description	Total Cost \$	% Funded by DCs	DC funded cost \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	RECOVERABLE GROWTH / CAPACITY LIFE (HUES)	Charge per HUE
PJ18317	WS Cromwell network upgrades with developments	450,000	41%	185,987	20,771	751	1,544	1,549	2,093	2,653	3,228	3,819	3,060	3,476	3,899	180,684	26,073	909	29
1331	WS Bannockburn reservoir power supply	75,000	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	909	0
<b>Naseby</b>		<b>150,000</b>	<b>2%</b>	<b>3,165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>297</b>	<b>299</b>	<b>300</b>	<b>301</b>	<b>302</b>	<b>158</b>	<b>159</b>	<b>159</b>	<b>1,190</b>	<b>1,975</b>	<b>9</b>	<b>217</b>
337	WS Patearoa firefighting LOS upgrades	150,000	2%	3,165	0	0	0	297	299	300	301	302	158	159	159	1,190	1,975	9	217
<b>Omakau</b>		<b>350,000</b>	<b>37%</b>	<b>130,871</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,124</b>	<b>128,748</b>	<b>2,124</b>	<b>27</b>	<b>79</b>
334	WS Ophir trunk main duplication	350,000	37%	130,871	0	0	0	0	0	0	0	0	0	0	2,124	128,748	2,124	27	79
<b>Patearoa</b>		<b>150,000</b>	<b>1%</b>	<b>1,446</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>191</b>	<b>191</b>	<b>191</b>	<b>192</b>	<b>192</b>	<b>73</b>	<b>73</b>	<b>73</b>	<b>269</b>	<b>1,177</b>	<b>2</b>	<b>532</b>
337	WS Patearoa firefighting LOS upgrades	150,000	1%	1,446	0	0	0	191	191	191	192	192	73	73	73	269	1,177	2	532
<b>Roxburgh</b>		<b>300,000</b>	<b>1%</b>	<b>2,425</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>479</b>	<b>482</b>	<b>485</b>	<b>488</b>	<b>491</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,425</b>	<b>4</b>	<b>564</b>
PJ19111	WS Roxburgh source investigation	300,000	1%	2,425	0	0	0	479	482	485	488	491	0	0	0	0	2,425	4	564
<b>District Wide</b>		<b>23,024,248</b>	<b>1%</b>	<b>231,410</b>	<b>22,458</b>	<b>0</b>	<b>6,168</b>	<b>3,985</b>	<b>4,045</b>	<b>15,658</b>	<b>15,895</b>	<b>16,135</b>	<b>11,816</b>	<b>11,950</b>	<b>12,087</b>	<b>156,130</b>	<b>97,738</b>	<b>1,272</b>	<b>77</b>
PJ17156	WS districtwide piped network renewals	9,862,163	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,272	0
PJ18294	WS piped network fixture renewals	5,542,345	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,272	0
PJ18292	WS mechanical / process plant renewals	4,969,740	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,272	0
PJ17161	WS districtwide improvements	1,550,000	15%	231,410	22,458	0	6,168	3,985	4,045	15,658	15,895	16,135	11,816	11,950	12,087	156,130	97,738	1,272	77
55612	WS districtwide demand management	1,100,000	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,272	0

This table has rounding (± 1)

## WASTEWATER

ID	Description	Total Cost \$	% Funded by DCs	DC funded cost \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	Recoverable growth/capacity life (hues)	Charge per HUE
<b>Greater Alexandra</b>		<b>29,260,000</b>	<b>9%</b>	<b>2,636,572</b>	<b>0</b>	<b>41,816</b>	<b>47,399</b>	<b>35,620</b>	<b>38,738</b>	<b>76,958</b>	<b>115,530</b>	<b>145,361</b>	<b>121,939</b>	<b>123,094</b>	<b>138,667</b>	<b>1,751,449</b>	<b>885,123</b>	<b>301</b>	<b>2,937</b>
PJ18344	WW Alex WWTP upgrades	20,800,000	9%	1,846,967	0	4,966	10,025	12,420	14,761	52,197	89,978	119,011	97,518	98,034	98,552	1,249,505	597,462	301	1,982
PJ18350	WW Clyde wastewater implementation	7,300,000	9%	686,781	0	36,750	37,173	21,005	21,146	21,288	21,432	21,576	19,999	20,105	34,622	431,684	255,097	301	846
PJ18346	WW Alex network upgrades with developments	800,000	9%	69,368	0	99	201	170	791	1,419	2,052	2,692	2,716	3,241	3,769	52,218	17,150	301	57
348	WW Alex Earnsclough road PS	360,000	9%	33,456	0	0	0	2,026	2,040	2,054	2,068	2,082	1,706	1,715	1,724	18,042	15,414	301	51
<b>Cromwell</b>		<b>6,850,000</b>	<b>22%</b>	<b>1,444,013</b>	<b>49,884</b>	<b>5,702</b>	<b>6,316</b>	<b>4,496</b>	<b>7,725</b>	<b>11,034</b>	<b>14,426</b>	<b>17,903</b>	<b>66,066</b>	<b>69,233</b>	<b>72,452</b>	<b>1,168,660</b>	<b>275,352</b>	<b>928</b>	<b>297</b>
351	WW Cromwell WWTP nitrogen removal	5,250,000	23%	1,099,495	37,983	5,279	5,449	3,634	3,700	3,767	3,835	3,905	53,908	54,651	55,405	905,961	193,533	928	209
PJ18352	WW Cromwell network-upgrades with developments	1,600,000	22%	344,518	11,902	422	867	862	4,025	7,267	10,591	13,998	12,158	14,582	17,047	262,699	81,819	928	88
<b>Omakau</b>		<b>300,000</b>	<b>18%</b>	<b>52,598</b>	<b>5,529</b>	<b>1,942</b>	<b>1,958</b>	<b>2,710</b>	<b>2,738</b>	<b>2,767</b>	<b>2,796</b>	<b>2,826</b>	<b>2,811</b>	<b>2,840</b>	<b>2,869</b>	<b>26,342</b>	<b>26,256</b>	<b>20</b>	<b>1,336</b>
PJ18357	WW Omakau WWTP upgrades	300,000	18%	52,598	5,529	1,942	1,958	2,710	2,738	2,767	2,796	2,826	2,811	2,840	2,869	26,342	26,256	20	1,336
<b>Ranfurly</b>		<b>200,000</b>	<b>2%</b>	<b>3,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>324</b>	<b>325</b>	<b>326</b>	<b>328</b>	<b>173</b>	<b>174</b>	<b>175</b>	<b>1,424</b>	<b>1,826</b>	<b>15</b>	<b>124</b>
1329	WW Ranfurly WWTP sludge drying bed improvements	200,000	2%	3,250	0	0	0	0	324	325	326	328	173	174	175	1,424	1,826	15	124
<b>Roxburgh</b>		<b>1,100,000</b>	<b>2%</b>	<b>19,055</b>	<b>0</b>	<b>-187</b>	<b>-1,651</b>	<b>1,553</b>	<b>1,718</b>	<b>1,729</b>	<b>1,740</b>	<b>1,751</b>	<b>1,053</b>	<b>1,061</b>	<b>1,068</b>	<b>9,220</b>	<b>9,835</b>	<b>4</b>	<b>2,606</b>
355	WW LRV WWTP treatment improvements	900,000	2%	15,177	0	-187	-1,651	1,398	1,406	1,415	1,424	1,433	862	868	874	7,336	7,842	4	2,077
360	WW Roxburgh WWTP treatment improvements	200,000	2%	3,877	0	0	0	155	312	314	316	318	191	193	194	1,884	1,993	4	528
<b>District Wide</b>		<b>22,037,548</b>	<b>3%</b>	<b>938,844</b>	<b>71,092</b>	<b>4,590</b>	<b>22,470</b>	<b>23,951</b>	<b>60,424</b>	<b>61,342</b>	<b>62,275</b>	<b>63,225</b>	<b>46,384</b>	<b>46,919</b>	<b>47,461</b>	<b>499,804</b>	<b>439,040</b>	<b>1,276</b>	<b>344</b>
PJ17150	WW districtwide reticulation renewals	9,446,135	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,276	0
PJ18299	WW mechanical / process plant renewals	5,223,563	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,276	0
55511	WW districtwide PS storage upgrades	3,910,000	16%	602,594	45,630	4,590	4,709	3,023	39,178	39,774	40,379	40,995	30,075	30,422	30,773	338,676	263,918	1,276	207
PJ18301	WW piped network fixture renewals	1,357,850	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,276	0

ID	Description	Total Cost \$	% Funded by DCs	DC funded cost \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	Recoverable growth/capacity life (hues)	Charge per HUE
55512	WW districtwide generators	600,000	16%	93,444	7,076	0	0	5,955	6,045	6,137	6,230	6,325	4,641	4,694	4,748	48,668	44,776	1,276	35
55509	WW districtwide S-scan	600,000	16%	98,284	7,442	0	9,348	6,000	6,091	6,184	6,278	6,373	4,676	4,730	4,784	43,820	54,463	1,276	43
55499	WW districtwide screens	540,000	16%	88,456	6,698	0	8,413	5,400	5,482	5,565	5,650	5,736	4,208	4,257	4,306	39,438	49,017	1,276	38
<b>55510</b>	<b>WW districtwide PS flowmeters</b>	<b>360,000</b>	<b>16%</b>	<b>56,066</b>	<b>4,246</b>	<b>0</b>	<b>0</b>	<b>3,573</b>	<b>3,627</b>	<b>3,682</b>	<b>3,738</b>	<b>3,795</b>	<b>2,784</b>	<b>2,816</b>	<b>2,849</b>	<b>29,201</b>	<b>26,865</b>	<b>1,276</b>	<b>21</b>

*This table has rounding ( $\pm 1$ )*

## TRANSPORT

ID	Description	Total Cost \$	Average of FAR %	% funded by DCs	DC funded cost \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	Recoverable growth/capacity life (HUEs)	Charge per HUE
<b>Drainage</b>																				
	Drainage renewals roading	4,420,000	51%	3%	69,968	8,645	246	502	769	762	1,031	1,256	1,486	1,723	1,666	1,985	67,186	11,427	2,314	5
	Kerb cutdowns	500,000	51%	3%	7,915	978	28	57	87	86	117	142	168	195	189	225	7,600	1,293	2,314	1
<b>Footpaths</b>																				
	District wide footpath renewals	4,500,000	0%	2%	71,006	4,138	562	1,152	1,774	1,771	2,406	2,938	3,486	4,050	3,927	4,687	48,393	26,752	2,314	12
	Alexandra cycle clip on	2,200,000	51%	33%	360,051	26,159	0	2,424	2,465	18,751	20,255	20,515	20,778	21,045	18,068	19,353	242,555	143,655	2,314	62
	New footpaths/cycle paths	1,000,000	51%	33%	163,660	11,890	1,069	2,189	3,362	3,345	4,539	5,538	6,566	7,623	7,383	8,805	125,130	50,419	2,314	22
	Clyde cycle trail punt	1,000,000	51%	33%	163,660	11,890	0	1,102	1,120	830	9,227	9,345	9,465	9,587	8,230	8,816	117,829	57,721	2,314	25
	Neplusultra street shared path improvements	900,000	51%	33%	147,294	8,584	0	12,056	12,258	9,081	9,809	9,935	10,063	10,192	8,750	9,373	64,361	91,517	2,314	40
<b>Minor Improvements</b>																				
	Sargood Road/Murray Terrace roundabout	2,000,000	51%	33%	319,051	39,423	0	574	584	433	467	9,621	9,745	9,870	8,474	9,076	309,630	48,844	2,314	21
	Realignment of Murray Terrace	1,700,000	51%	33%	271,193	33,509	0	488	496	368	397	8,178	8,283	8,389	7,203	7,715	263,185	41,517	2,314	18
	Barry Avenue/Waenga Drive roundabout	1,500,000	51%	33%	239,288	29,567	0	431	438	324	7,114	7,205	7,297	7,391	6,346	6,797	225,513	43,343	2,314	19
	Development of Link Lane and other lane improvements	1,420,000	51%	39%	271,500	37,888	0	234	238	2,620	5,470	5,540	5,611	5,683	4,879	5,226	273,886	35,502	2,314	15
	Small safety projects (<\$100K)	1,000,000	51%	33%	159,526	19,711	561	1,145	1,752	1,738	2,352	2,863	3,389	3,928	3,799	4,527	153,183	26,054	2,314	11
	Barry Avenue/Murray Terrace intersection improvements	400,000	51%	33%	63,810	7,885	0	115	117	87	1,897	1,921	1,946	1,971	1,692	1,813	60,137	11,558	2,314	5
	Alexandra northern access route	400,000	51%	33%	63,810	7,885	0	0	0	0	0	0	0	0	1,708	1,829	68,157	3,537	2,314	2
	Waenga Drive/Murray Terrace intersection improvements	400,000	51%	33%	63,810	7,885	0	115	117	87	1,897	1,921	1,946	1,971	1,692	1,813	60,137	11,558	2,314	5
<b>Pavement</b>																				

ID	Description	Total Cost \$	Average of FAR %	% funded by DCs	DC funded cost \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	Recoverable growth/capacity life (HUEs)	Charge per HUE
<b>Reconstruction</b>																				
	Pavement reconstruction (NZTA WC214)	2,400,000	51%	17%	198,343	14,410	1,296	2,653	4,075	4,054	5,501	6,712	7,957	9,238	8,948	10,671	151,648	61,104	2,314	26
<b>Reseals</b>																				
	Sealed road renewals	13,263,000	51%	2%	102,547	5,976	811	1,664	2,561	2,557	3,474	4,243	5,034	5,848	5,671	6,769	69,888	38,635	2,314	17
	District renewals	1,100,000	44%	2%	9,647	562	35	71	258	219	268	426	463	501	569	639	6,761	3,448	2,314	1
<b>Seal Extensions</b>																				
	Maori Point Road seal extension	2,170,000	51%	11%	112,962	8,207	0	761	773	5,883	6,355	6,436	6,519	6,603	5,669	6,072	76,099	45,070	2,314	19
	Seal extensions at intersections	1,000,000	51%	11%	52,056	3,782	340	696	1,069	1,064	1,444	1,762	2,088	2,425	2,348	2,801	39,801	16,037	2,314	7
	Sandflat Road seal extension	410,000	51%	11%	21,343	1,551	0	0	0	0	1,207	1,223	1,238	1,254	1,077	1,153	15,742	7,152	2,314	3
<b>Structure</b>																				
	Structures renewal	5,100,000	51%	28%	709,892	99,066	2,037	4,153	6,353	6,295	8,515	10,364	12,262	14,210	13,741	16,367	714,661	94,297	2,314	41
	Omakau new bridge	2,340,000	51%	42%	477,276	66,604	0	0	0	0	0	0	0	1,501	1,288	9,233	531,858	12,022	2,314	5
<b>Town Centre</b>																				
	Clyde Heritage precinct - Stage 3	1,600,000	51%	33%	261,855	8,782	0	0	33,671	24,944	26,944	27,290	27,640	27,995	24,035	25,745	52,375	218,263	2,314	94
	Clyde Heritage precinct - Stage 2	1,365,000	51%	33%	223,395	7,493	26,483	26,927	27,379	20,283	21,909	22,190	22,475	22,764	19,544	20,934	0	230,888	2,314	100
<b>Traffic Services</b>																				
	Traffic services renewals	2,000,000	51%	8%	74,407	2,496	882	1,815	2,802	2,803	3,820	4,678	5,564	6,482	6,298	7,533	34,225	42,678	2,314	18
	Clyde bridge traffic lights	400,000	51%	8%	14,881	499	1,764	1,794	1,824	1,351	1,459	1,478	1,497	1,516	1,302	1,395	0	15,380	2,314	7
	Speed limit signage	250,000	51%	9%	10,418	607	824	838	852	631	682	691	700	709	608	652	3,838	7,187	2,314	3
<b>Unsealed Road Metaling</b>																				
	Gravel road renewals	16,467,760	51%	3%	205,000	8,652	2,069	4,245	6,561	6,572	8,949	10,947	13,008	15,145	14,711	17,579	113,866	99,786	2,314	43
	<b>Gravel purchases</b>	<b>1,900,000</b>	<b>51%</b>	<b>3%</b>	<b>23,652</b>	<b>998</b>	<b>239</b>	<b>490</b>	<b>757</b>	<b>758</b>	<b>1,032</b>	<b>1,263</b>	<b>1,501</b>	<b>1,747</b>	<b>1,697</b>	<b>2,028</b>	<b>13,138</b>	<b>11,513</b>	<b>2,314</b>	<b>5</b>

This table has rounding (± 1)

## Schedule 3 – Past Assets

Schedule 3 provides the capital expenditure incurred on assets and programmes attributable to new growth constructed in anticipation of growth, in accordance with section 201A of the LGA02. All figures exclude GST. Due to the large quantity of capital expenditure reported on past assets, a limited number is provided below, with further records available on request.

### WATER

ID	Description	Total Cost \$	% Funded by DCs	DC funded cosVit \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	Recoverable growth /capacity life (HUEs)	Charge per HUE
<b>Greater Alexandra</b>		<b>34,479,603</b>	<b>11%</b>	<b>5,405,465</b>	<b>0</b>	<b>430,084</b>	<b>429,169</b>	<b>329,620</b>	<b>320,187</b>	<b>314,134</b>	<b>306,452</b>	<b>297,934</b>	<b>269,476</b>	<b>218,002</b>	<b>82,219</b>	<b>2,408,187</b>	<b>2,997,278</b>	<b>805</b>	<b>3,724</b>
	PJ11710-4 - WS LDWS construction / capital works	6,281,795	22%	1,383,331	0	119,566	120,494	96,568	97,092	97,619	98,146	98,675	93,107	76,946	30,156	454,961	928,370	805	1,153
	PJ20110 - LDWS water treatment plant construction	4,962,000	20%	1,012,546	0	93,980	94,710	75,903	76,315	76,729	77,144	77,560	73,183	60,480	23,703	282,839	729,707	805	907
	Greater Alexandra - reticulation	4,370,254	22%	1,033,003	0	62,860	63,348	45,791	43,812	40,131	32,204	28,569	20,561	14,150	5,038	676,539	356,464	805	443
	Greater Alexandra – flow metering	1,782,741	10%	211,112	0	14,463	14,576	11,681	11,730	11,794	11,770	11,824	8,519	6,267	0	108,489	102,623	805	127
	25717675. WatAlex - piped network renewals	1,243,031	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	805	0
	Greater Alexandra - plant and machinery	1,164,307	19%	177,917	0	9,550	5,799	4,073	4,095	4,117	4,140	4,025	1,308	156	0	140,654	37,263	805	46
	Greater Alexandra - demand management	1,125,144	11%	132,802	0	9,468	9,542	7,647	7,689	7,730	7,772	7,814	7,373	6,093	2,388	59,285	73,517	805	91
	Greater Alexandra - Vested Assets	1,058,660	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	805	0
	PJ11710-4 - LDWS construction/capital works	1,035,859	27%	276,789	0	18,873	19,020	15,243	15,326	15,409	15,492	15,576	14,697	12,146	4,760	130,249	146,541	805	182
	Greater Alexandra - storage	943,765	23%	127,664	0	9,038	9,108	7,299	7,339	7,062	6,339	500	553	299	117	80,009	47,655	805	59
	PJ11710-2 - WS LDWS professional services	757,131	10%	76,352	0	16,629	16,758	6,698	1,741	0	0	0	0	0	0	34,527	41,825	805	52
	PJ11710-5 - WS LDWS pump test & filter trial	680,151	22%	152,807	0	12,992	13,093	10,493	10,550	10,608	10,665	10,722	10,117	8,361	3,277	51,927	100,880	805	125
	Greater Alexandra - Water reticulation rwl	677,741	6%	38,662	0	2,689	2,710	2,172	2,184	2,196	2,208	2,219	2,094	1,731	678	17,781	20,881	805	26
<b>Cromwell</b>		<b>9,658,872</b>	<b>20%</b>	<b>3,341,362</b>	<b>325,757</b>	<b>127,888</b>	<b>131,505</b>	<b>87,567</b>	<b>88,690</b>	<b>89,570</b>	<b>90,833</b>	<b>89,712</b>	<b>62,357</b>	<b>56,338</b>	<b>55,113</b>	<b>2,787,546</b>	<b>879,573</b>	<b>909</b>	<b>968</b>
	Cromwell - reticulation	2,692,980	42%	2,371,549	260,051	75,021	77,406	51,977	52,919	53,855	54,571	54,607	37,812	38,023	37,814	2,097,595	534,005	909	587
	Cromwell - vested assets	1,790,050	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	909	0

ID	Description	Total Cost \$	% Funded by DCs	DC funded cosVit \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	Recoverable growth /capacity life (HUEs)	Charge per HUE
	Cromwell – Flow metering	831,348	19%	220,340	12,811	12,124	12,510	8,400	8,552	8,707	8,865	9,026	6,355	1,250	0	157,362	75,789	909	83
	Pj20115 - WS Cromwell WTP upgrade	700,000	27%	186,200	10,826	15,122	15,603	10,477	10,667	10,860	11,057	11,258	7,926	8,034	8,144	87,879	109,147	909	120
	Cromwell - plant and machinery	526,867	25%	87,465	5,085	4,785	4,937	2,686	2,735	2,081	2,018	240	0	0	0	73,067	19,483	909	21
	Cromwell - piped network renewals	485,207	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	909	0
	Cromwell - water investigations	284,110	7%	26,260	231	0	0	0	0	0	0	0	0	0	0	26,491	0	909	0
	Cromwell - non pipe renewals	266,800	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	909	0
	Cromwell - storage	216,979	71%	115,256	10,324	4,716	4,866	3,251	3,310	3,370	3,431	3,493	2,459	1,118	1,133	94,433	31,148	909	34
	Pj18317-3 - WS Cromwell network upgrades RC 160069	185,340	47%	86,399	9,649	3,152	3,252	2,184	2,223	2,264	2,305	2,346	1,652	1,675	1,697	73,299	22,750	909	25
	Cromwell - water fixture renewals	173,274	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	909	0
	Pj18320 - WS Cromwell backflow prevention	168,232	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	909	0
	Cromwell - Water reticulation extension	151,974	53%	81,345	4,830	4,951	5,109	3,431	3,493	3,556	3,621	3,686	2,595	2,631	2,667	50,436	35,739	909	39
	Cromwell - piped N/W renewals	120,904	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	909	0
	Cromwell - backflow prevention	93,947	4%	669	39	45	46	31	32	32	33	34	24	24	24	383	325	909	0
	PJ18317 - WS Cromwell network upgrades with developments	81,488	47%	37,494	4,187	1,378	1,422	955	972	990	1,008	1,026	722	732	742	31,733	9,948	909	11
	Cromwell - instrumentation	78,526	19%	14,535	390	0	0	0	0	0	0	0	0	0	0	14,925	0	909	0
	Cromwell - telemetry	69,739	7%	7,859	211	567	135	0	0	0	0	0	0	0	0	7,368	702	909	1
	Cromwell - demand management	68,470	22%	15,315	890	944	974	654	666	678	690	703	495	502	508	9,392	6,813	909	7
	Cromwell - valves and hydrants	66,832	6%	32	2	2	2	1	1	1	1	1	1	1	1	20	14	909	0
<b>Naseby</b>		<b>2,069,002</b>	<b>4%</b>	<b>81,389</b>	<b>0</b>	<b>7,088</b>	<b>7,136</b>	<b>2,533</b>	<b>2,446</b>	<b>2,373</b>	<b>2,316</b>	<b>2,287</b>	<b>1,094</b>	<b>1,061</b>	<b>998</b>	<b>52,056</b>	<b>29,333</b>	<b>9</b>	<b>3,223</b>
	PJ17163 - WS Naseby WTP upgrade	588,117	4%	25,551	0	3,269	3,291	1,168	1,173	1,179	1,184	1,189	620	623	627	11,228	14,323	9	1,574



ID	Description	Total Cost \$	% Funded by DCs	DC funded cosVit \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	Recoverable growth /capacity life (HUEs)	Charge per HUE
	Naseby - machinery and plant	393,627	5%	20,019	0	1,909	1,922	682	685	688	691	694	362	364	366	11,654	8,365	9	919
	Naseby - storage	166,791	6%	8,404	0	472	476	169	122	123	71	71	0	0	0	6,900	1,504	9	165
	Naseby - reticulation	159,784	8%	11,663	0	702	707	251	216	133	133	123	11	8	0	9,380	2,283	9	251
	Naseby – flow metering	150,918	7%	9,020	0	545	549	195	196	197	198	198	97	61	0	6,784	2,236	9	246
	Naseby - tank replacement progamme	113,892	4%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0
	Naseby - piped network renewals	82,400	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0
	Naseby - water reticulation mwl	67,062	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0
	Naseby - non pipe renewals	63,858	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0
	Naseby - piped network renewals	60,880	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0
	PJ11413-8 - WS Naseby piped network renewals	50,671	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0
	Naseby - treatment	48,379	9%	2,803	0	4	4	1	1	1	1	1	1	0	0	2,789	15	9	2
	Naseby - instrumentation	24,728	9%	2,469	0	146	147	52	44	44	29	0	0	0	0	2,007	462	9	51
	Naseby - water investigations	19,580	1%	276	0	0	0	0	0	0	0	0	0	0	0	276	0	9	0
	Naseby - Capital expenditure machinery and plant	17,084	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0
	Naseby - management	15,475	3%	485	0	0	0	0	0	0	0	0	0	0	0	485	0	9	0
	Naseby - demand management	12,015	3%	376	0	26	26	9	9	9	9	9	5	5	5	264	112	9	12
	Naseby - elect control and instr renewals	11,064	1%	35	0	3	3	1	0	0	0	0	0	0	0	28	7	9	1
	Naseby – mech and process plant renewals	8,785	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0
	Naseby - plant and machinery	4,316	6%	241	0	10	10	4	0	0	0	0	0	0	0	216	24	9	3
	PJ17163 - WS Naseby WTP Upgrade	588,117	4%	25,551	0	3,269	3,291	1,168	1,173	1,179	1,184	1,189	620	623	627	11,228	14,323	9	1,574
	Naseby - machinery and plant	393,627	5%	20,019	0	1,909	1,922	682	685	688	691	694	362	364	366	11,654	8,365	9	919

ID	Description	Total Cost \$	% Funded by DCs	DC funded cosVit \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	Recoverable growth /capacity life (HUEs)	Charge per HUE
<b>Omakau</b>		<b>3,201,999</b>	<b>11%</b>	<b>574,990</b>	<b>0</b>	<b>21,698</b>	<b>18,560</b>	<b>26,190</b>	<b>26,466</b>	<b>26,692</b>	<b>26,978</b>	<b>27,002</b>	<b>26,359</b>	<b>25,728</b>	<b>25,719</b>	<b>323,598</b>	<b>251,392</b>	<b>27</b>	<b>9,337</b>
	Omakau - Machinery and plant	1,036,870	11%	219,858	0	7,995	8,062	11,399	11,521	11,645	11,770	11,896	11,815	11,939	12,065	109,750	110,108	27	4,090
	PJ17164 - WS Omakau WTP upgrade	583,047	17%	100,099	0	3,396	3,424	4,841	4,893	4,946	4,999	5,053	5,018	5,071	5,124	53,334	46,765	27	1,737
	Omakau - Water reticulation reservoir	342,594	22%	73,007	0	2,655	2,678	3,786	3,822	3,863	3,905	3,947	3,920	3,961	4,003	36,467	36,540	27	1,357
	Omakau - Water reticulation extension	176,096	21%	37,566	0	1,366	1,378	1,948	1,969	1,990	2,012	2,033	2,019	2,041	2,062	18,747	18,819	27	699
	PJ11471 - Water improvements	165,738	10%	16,838	0	3,292	0	0	0	0	0	0	0	0	0	13,545	3,292	27	122
	Omakau - Reticulation	148,273	31%	52,960	0	701	707	999	1,010	1,021	1,032	926	810	818	827	44,110	8,849	27	329
	Omakau - Water improvements	135,485	16%	26,496	0	884	892	1,261	1,274	1,288	1,302	1,316	1,307	1,320	1,334	14,319	12,177	27	452
	Omakau - Storage	118,259	32%	18,210	0	540	544	770	778	786	795	798	720	34	29	12,415	5,795	27	215
	Omakau – Flow metering	102,985	11%	14,127	0	441	444	628	635	642	649	656	482	272	0	9,278	4,848	27	180
	Omakau - Water fixture renewals	100,980	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	27	0
	Omakau - Instrumentation	42,155	10%	3,493	0	108	109	154	155	157	159	18	0	0	0	2,634	860	27	32
	Omakau - Water investigations	38,418	2%	820	0	0	0	0	0	0	0	0	0	0	0	820	0	27	0
	Omakau - Piped network renewals	31,315	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	27	0
	Omakau - Management	24,974	6%	1,560	0	0	0	0	0	0	0	0	0	0	0	1,560	0	27	0
	Omakau - Plant and machinery	22,478	10%	3,063	0	97	98	86	87	88	89	90	0	0	0	2,426	637	27	24
	PJ11471 - WS Omakau Improvements	21,896	17%	3,641	0	130	131	185	187	189	191	193	192	194	196	1,852	1,790	27	66
	Omakau - Mechanical and process plant renewals	18,921	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	27	0
	Omakau - Demand Management	16,428	7%	1,522	0	46	46	65	66	66	67	68	67	68	69	895	627	27	23
	Omakau - Piped Network Renewals	14,037	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	27	0
	Omakau - Intake	11,397	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	27	0

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	Omakau - Machinery and plant	1,036,870	11%	219,858	0	7,995	8,062	11,399	11,521	11,645	11,770	11,896	11,815	11,939	12,065	109,750	110,108	27	4,090
	PJ17164 - WS Omakau WTP upgrade	583,047	17%	100,099	0	3,396	3,424	4,841	4,893	4,946	4,999	5,053	5,018	5,071	5,124	53,334	46,765	27	1,737
<b>Patearoa</b>		<b>1,002,365</b>	<b>1%</b>	<b>10,649</b>	<b>0</b>	<b>1,210</b>	<b>1,213</b>	<b>312</b>	<b>441</b>	<b>439</b>	<b>440</b>	<b>429</b>	<b>152</b>	<b>152</b>	<b>152</b>	<b>5,710</b>	<b>4,939</b>	<b>2</b>	<b>2,232</b>
	PJ19061 - WS Patearoa WTP Upgrade	300,284	3%	7,247	0	1,475	1,485	382	383	383	384	385	147	147	147	1,931	5,316	2	2,402
	Patearoa - Pump Station and Storage Renewals	116,679	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
	Patearoa - Reticulation	84,367	1%	461	0	27	27	7	7	7	7	0	0	0	0	379	82	2	37
	Patearoa - Storage	80,938	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
	Patearoa - Piped network renewals	48,225	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
	Patearoa - Water refurbish restric	41,449	2%	724	0	-456	-459	-118	0	0	0	0	0	0	0	1,757	-1,032	2	-467
	Patearoa - Water reticulation reservoir	38,897	0%	255	0	17	17	4	4	4	4	4	2	2	2	193	62	2	28
	Patearoa - Water reticulation mwl	36,445	1%	248	0	17	17	4	4	4	4	4	2	2	2	188	60	2	27
	Patearoa - Water reticulation reservoir	31,223	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
	Patearoa - Telemetry	27,729	0%	78	0	5	0	0	0	0	0	0	0	0	0	73	5	2	2
	Patearoa - Plant and machinery	27,089	1%	356	0	-23	-23	-6	4	4	4	0	0	0	0	395	-39	2	-18
	PJ18790 - WS Patearoa reservoir outlet analysers	24,394	3%	753	0	120	121	31	31	31	31	31	0	0	0	356	397	2	180
	Patearoa - Intake upgrade	22,778	1%	155	0	10	11	3	3	3	3	3	1	1	1	117	38	2	17
	Patearoa - Reservoir renewals	19,555	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
	Patearoa - instrumentation	14,244	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
	Patearoa - Pipes intake shed	11,969	2%	215	0	12	12	3	3	0	0	0	0	0	0	184	30	2	14
	Patearoa - Elect control and Instr Rnwls	10,411	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
	Patearoa - water investigations	9,794	0%	29	0	0	0	0	0	0	0	0	0	0	0	29	0	2	0

ID	Description	Total Cost \$	% Funded by DCs	DC funded cosVit \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	Recoverable growth /capacity life (HUEs)	Charge per HUE
	Patearoa - water investigation	9,165	1%	60	0	0	0	0	0	0	0	0	0	0	0	60	0	2	0
	Patearoa - non pipe renewals	9,002	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
	Pj19061 - WS Patearoa wtp upgrade	300,284	3%	7,247	0	1,475	1,485	382	383	383	384	385	147	147	147	1,931	5,316	2	2,402
	Patearoa - pump station & storage renewals	116,679	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
<b>Ranfurly</b>		<b>2,337,308</b>	<b>6%</b>	<b>102,510</b>	<b>0</b>	<b>8,973</b>	<b>8,960</b>	<b>2,205</b>	<b>2,173</b>	<b>2,180</b>	<b>2,173</b>	<b>2,120</b>	<b>1,003</b>	<b>932</b>	<b>761</b>	<b>71,030</b>	<b>31,480</b>	<b>15</b>	<b>2,090</b>
	PJ19062 - WS Ranfurly WTP upgrade	602,181	4%	20,950	0	3,859	3,890	957	961	964	968	971	509	511	514	6,847	14,104	15	936
	Ranfurly – flow metering	345,798	12%	37,278	0	2,190	2,208	543	545	547	549	551	207	151	0	29,787	7,490	15	497
	Ranfurly - Water reticulation mwl	217,907	4%	3,620	0	220	222	55	55	55	55	55	29	29	29	2,815	805	15	53
	Ranfurly - piped network renewals	184,083	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
	Ranfurly - Water reticulation extn	131,443	7%	9,423	0	682	688	169	170	170	171	172	90	90	91	6,931	2,493	15	166
	Ranfurly - Reticulation renewal	102,764	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
	Ranfurly - demand management	97,795	7%	7,162	0	422	426	105	105	105	106	106	56	56	56	5,619	1,543	15	102
	Ranfurly - Water investigations	77,174	1%	483	0	0	0	0	0	0	0	0	0	0	0	483	0	15	0
	Ranfurly - Reticulation	71,744	13%	8,796	0	508	512	126	119	120	120	86	35	19	0	7,152	1,645	15	109
	Ranfurly - Pipe replacement 2015/16	66,618	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
	Ranfurly - Mechanical and process plant renewals	57,595	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
	Ranfurly - Non pipe Renewals	51,608	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
	Ranfurly - Telemetry	51,467	4%	2,223	0	146	60	15	15	15	0	0	0	0	0	1,972	250	15	17
	Ranfurly - Mech and Process Plnt Rnwls	36,162	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
	Ranfurly - Cap exp Machinery and plant	34,578	5%	447	0	26	27	7	7	7	7	7	3	4	4	350	97	15	6
	Ranfurly - Pump Station and Storage Renewals	33,521	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0

ID	Description	Total Cost \$	% Funded by DCs	DC funded cosVit \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	Recoverable growth /capacity life (HUEs)	Charge per HUE
	PJ11413-7 - WS Ranfurly Piped Network Renewals	18,771	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
	PJ18791 - WS Ranf WTP Raw Water Analysers	18,210	4%	731	0	118	119	29	29	29	29	30	0	0	0	347	383	15	25
	Ranfurly - Plant and Machinery	16,806	17%	2,935	0	132	133	33	0	0	0	0	0	0	0	2,637	298	15	20
	Ranfurly - Water fixture renewals	16,467	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
<b>Roxburgh</b>		<b>4,094,205</b>	<b>3%</b>	<b>59,063</b>	<b>0</b>	<b>-3,505</b>	<b>-3,426</b>	<b>3,171</b>	<b>3,179</b>	<b>2,648</b>	<b>2,509</b>	<b>2,154</b>	<b>1,140</b>	<b>998</b>	<b>800</b>	<b>49,395</b>	<b>9,669</b>	<b>4</b>	<b>2,247</b>
	Roxburgh - Water investigations	614,776	0%	702	0	0	0	0	0	0	0	0	0	0	0	702	0	4	0
	Roxburgh - Treatment	516,054	6%	10,034	0	-363	-357	330	332	334	336	338	205	206	134	8,538	1,496	4	348
	PJ11413-9 - WS Roxburgh Piped Network Renewals	319,745	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
	Roxburgh - Water Fixture Renewals	305,776	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
	Roxburgh - Reticulation Renewal	280,142	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
	Roxburgh - Demand Management	275,857	2%	3,447	0	-245	-241	223	224	225	227	228	138	139	140	2,389	1,057	4	246
	Roxburgh - Tobies	180,501	6%	8,514	0	-505	-496	459	450	216	211	121	0	0	0	8,056	458	4	106
	Roxburgh - Water Reticulation Reservoir	172,943	5%	5,332	0	-510	-501	464	466	237	238	239	145	146	147	4,262	1,070	4	249
	Roxburgh – Flow metering	152,154	6%	8,238	0	-363	-356	330	332	334	336	338	179	92	0	7,017	1,221	4	284
	Roxburgh - Piped Net/Wrk Renewals	140,655	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
	Roxburgh - Reticulation	127,248	4%	4,445	0	-201	-197	182	183	185	186	162	98	39	0	3,809	637	4	148
	Roxburgh - Machinery and plant	98,363	2%	2,421	0	-217	-213	197	198	200	201	202	122	123	124	1,485	937	4	218
	Roxburgh - Pump Station and Storage Renewals	84,801	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
	PJ11419-9 - WS Roxburgh Fixture Renewals	82,992	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
	PJ17153 - Districtwide Demand Management Water	80,797	2%	1,797	0	-269	-264	244	246	247	249	250	151	152	153	637	1,160	4	270

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	Roxburgh - Piped network renewals	74,956	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
	Roxburgh - Plant and Machinery	57,696	4%	3,134	0	-187	-184	170	171	91	92	93	0	0	0	2,888	247	4	57
	Roxburgh - Instrumentation	57,316	8%	5,196	0	-293	-287	266	268	269	252	0	0	0	0	4,721	475	4	110
	Roxburgh - Mech & Process Plant Rnwl	48,605	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
	Roxburgh - Water reticulation mwl	46,570	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
	Roxburgh - Water Investigations	614,776	0%	702	0	0	0	0	0	0	0	0	0	0	0	702	0	4	0
<b>District Wide</b>		<b>2,682,700</b>	<b>0%</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>1,272</b>	<b>0</b>
	PJ17156 - WS Districtwide Piped Network Renewals	1,000,285	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,272	
	PJ17158 - Districtwide Reservoir Renewals Water	414,344	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,272	
	PJ18294 - WS Piped Network Fixture Renewals	281,229	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,272	
	PJ18292 - WS Mechanical / Process Plant Renewals	268,443	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,272	
	PJ17160 - Districtwide Water Fixture Renewals	207,172	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,272	
	PJ18295 - WS Pump Station Renewals	152,306	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,272	
	PJ18291 - WS Electrical Control/Instrumentation Renewals	114,385	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,272	
	PJ17156 - Districtwide Piped Network Renewals	93,227	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,272	
	District Wide - Demand Management	56,946	0%	5	0	0	0	0	0	0	0	0	0	0	0	3	2	1,272	
	PJ18296 - WS Reservoir Renewals	50,893	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,272	
	PJ17162 - Mechanical and Process Plant Renewals Water	31,076	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,272	
	PJ18290 - WS Buildings/Land Addition Renewals	10,433	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,272	
	<b>PJ19145 - Water Supply Renewals - Consents</b>	<b>1,962</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,272</b>	

This table has rounding (± 1)

## Wastewater

ID	Description	Total Cost \$	% Funded by DCs	DC funded cost \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	RECOVER-ABLE GROWTH / CAPACITY LIFE (HUES)	Charge per HUE
<b>Greater Alexandra</b>		<b>21,176,131</b>	<b>12%</b>	<b>2,358,360</b>	<b>0</b>	<b>161,450</b>	<b>162,867</b>	<b>91,091</b>	<b>91,489</b>	<b>90,458</b>	<b>90,155</b>	<b>89,214</b>	<b>70,177</b>	<b>69,979</b>	<b>69,372</b>	<b>1,372,109</b>	<b>986,251</b>	<b>301</b>	<b>3,272</b>
	PJ18350 - WW Clyde Wastewater Implementation	3,007,544	12%	339,413	0	30,032	30,377	17,165	17,280	17,397	17,514	17,632	14,448	14,524	14,601	148,443	190,970	301	634
	PJ18350-2 - WW Clyde to Alexandra Pipeline Construction	2,998,370	12%	355,211	0	30,058	30,404	17,180	17,295	17,412	17,529	17,647	14,460	14,537	14,614	164,074	191,136	301	634
	Reticulation - Alexandra	2,265,665	29%	360,818	0	15,439	15,617	8,028	7,884	6,387	5,599	5,443	2,133	2,144	2,155	289,989	70,830	301	235
	Alexandra - Treatment Plant Upgrade	1,760,748	12%	214,670	0	11,464	11,596	6,552	6,596	6,641	6,686	6,731	5,515	5,544	5,574	141,770	72,900	301	242
	PJ18344 - WW Alex WWTP Upgrades	1,500,003	12%	182,292	0	15,069	15,242	8,613	8,671	8,729	8,788	8,847	7,249	7,288	7,326	86,469	95,823	301	318
	WW Piped Network Fixture Renewals	1,464,471	7%	118,624	0	7,494	7,580	4,283	4,312	4,341	4,370	4,400	3,605	3,624	3,643	70,974	47,650	301	158
	25517671. WWAlex - Piped network renewals	662,950	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	301	0
	WW Buildings/Land Addition Renewals	513,340	7%	51,104	0	2,807	2,839	1,604	1,615	1,626	1,637	1,648	1,350	1,357	1,364	33,258	17,846	301	59
	Alexandra - Reticulation Renewal	504,405	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	301	0
	PJ18350-1 - WW Clyde Detailed Design of Pipeline and Pump Station	478,685	12%	57,354	0	4,803	4,858	2,745	2,764	2,782	2,801	2,820	2,311	2,323	2,335	26,811	30,543	301	101
	WW Pump Station / Storage Renewals	455,150	4%	660	0	42	42	24	24	24	24	25	20	20	20	394	266	301	1
<b>Cromwell</b>		<b>18,581,582</b>	<b>23%</b>	<b>6,151,294</b>	<b>294,318</b>	<b>275,214</b>	<b>284,051</b>	<b>188,971</b>	<b>191,947</b>	<b>194,991</b>	<b>196,330</b>	<b>197,219</b>	<b>139,163</b>	<b>135,886</b>	<b>134,154</b>	<b>4,213,369</b>	<b>1,937,925</b>	<b>928</b>	<b>2,089</b>
	355277626. WWCrom – CWW Physical Wks	6,215,157	29%	1,789,893	86,747	91,826	94,775	63,208	64,356	65,524	66,713	67,924	48,078	48,740	49,413	1,129,336	660,557	928	712
	Reticulation - Cromwell	2,565,375	45%	2,111,969	122,431	78,266	80,779	53,855	54,832	55,613	56,618	56,713	40,048	39,941	40,139	1,555,165	556,804	928	600
	Treatment - Cromwell	1,172,969	22%	272,787	8,952	13,390	13,820	9,217	9,384	9,555	8,605	8,761	6,201	2,315	0	191,539	81,249	928	88
	WWCrom - Process Tmt Bannockburn	1,053,399	28%	291,357	15,733	12,750	13,160	8,777	8,936	9,098	9,263	9,432	6,676	6,768	6,861	199,636	91,721	928	99
	WWCrm - Vested assets	741,351	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	928	0
	WW Pump Station / Storage Renewals	536,747	18%	296,884	17,247	11,568	11,940	7,963	8,108	8,255	8,405	8,557	6,057	6,140	6,225	213,666	83,219	928	90
	PJ11740-4 - WW Bannockburn PS	446,727	29%	130,030	4,492	9,764	10,077	6,721	6,843	6,967	7,093	7,222	5,112	5,182	5,254	59,795	70,235	928	76



ID	Description	Total Cost \$	% Funded by DCs	DC funded cost \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	RECOVERABLE GROWTH / CAPACITY LIFE (HUES)	Charge per HUE
	Construction																		
	WWCrom - Sludge	430,774	28%	119,147	624	0	0	0	0	0	0	0	0	0	0	119,147	0	928	0
	PJ11760-6 - WW Crom WWTP Plant Operation After Commissioning SP3	429,604	29%	122,644	4,237	9,337	9,637	6,427	6,544	6,663	6,784	6,907	4,889	4,956	5,025	55,476	67,168	928	72
	Pump Stn Upgrade	385,266	23%	90,467	3,125	5,015	5,176	3,452	3,515	3,578	3,643	3,709	2,626	2,662	2,699	54,393	36,074	928	39
	WWCrom - Vested assets	322,362	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	928	0
	Cromwell - Land based Tmnt Upgrade	296,550	23%	69,635	2,406	3,860	3,984	2,657	2,705	2,754	2,804	2,855	2,021	2,049	2,077	41,868	27,767	928	30
	WW Mechanical / Process Plant Renewals	277,742	23%	51,021	1,314	2,003	2,067	1,379	1,404	1,429	1,455	1,482	1,049	1,063	1,078	36,612	14,409	928	16
	WWCrom - CWW Physical Wks	264,425	28%	73,137	3,949	3,201	3,303	2,203	2,243	2,284	2,325	2,368	1,676	1,699	1,722	50,113	23,024	928	25
	Plant and Machinery - Cromwell	262,428	26%	67,134	2,319	3,716	3,836	2,106	2,144	2,183	2,222	1,920	1,271	797	0	46,939	20,194	928	22
	PJ11760-5 - WW Crom WWTP Construction / Capital Works SP2	237,948	29%	68,144	2,354	5,176	5,343	3,563	3,628	3,694	3,761	3,829	2,710	2,748	2,785	30,908	37,236	928	40
<b>Naseby</b>		<b>1,095,583</b>	<b>5%</b>	<b>41,483</b>	<b>0</b>	<b>5,041</b>	<b>5,075</b>	<b>2,044</b>	<b>2,053</b>	<b>2,062</b>	<b>2,071</b>	<b>2,080</b>	<b>1,095</b>	<b>1,101</b>	<b>1,107</b>	<b>17,754</b>	<b>23,729</b>	<b>9</b>	<b>2,612</b>
	PJ18793 - WW Naseby WWTP Upgrades	867,357	4%	36,167	0	4,884	4,917	1,737	1,745	1,753	1,760	1,768	931	937	942	14,794	21,373	9	2,352
	PJ20111 - WW Naseby WWTP Fencing	120,000	4%	4,393	0	675	680	240	241	242	243	245	129	129	130	1,437	2,955	9	325
	Reticulation - Naseby	31,391	33%	1,995	0	79	79	28	28	28	28	28	15	15	15	1,651	344	9	38
	WWNas - Naseby Consent renewal	26,185	2%	604	0	45	46	16	16	16	16	16	9	9	9	406	198	9	22
	WWNase - Piped network renewals	24,472	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0
	WW Renewal Project Management	23,501	1%	672	0	0	0	0	0	0	0	0	0	0	0	672	0	9	0
	Naseby - Condition Assessments	23,052	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0
	Naseby - Resource Consents	21,065	3%	737	0	43	44	15	16	16	16	16	8	8	8	547	190	9	21

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	WWNas - Mech & Process Plnt Rnwls	16,293	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0
	WWNase - Mechanical & process plant renewals	14,191	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	
	Naseby - Reticulation Renewal	9,896	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0
	WWNas - CCTV Inspections	7,886	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0
	Naseby - CCTV Inspections	7,061	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0
	Naseby - Treatment Plant Minor Improvement	5,989	3%	179	0	11	11	4	4	4	4	4	2	2	2	130	49	9	5
	Naseby - Minor Renewals	5,695	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0
	Naseby - Modelling	5,695	2%	87	0	0	0	0	0	0	0	0	0	0	0	87	0	9	0
	Naseby - Telemetry	3,604	1%	41	0	2	2	1	1	1	1	1	0	0	0	30	10	9	1
	Instrumentation - Naseby	1,840	5%	92	0	6	6	2	2	2	2	2	1	1	0	69	23	9	3
<b>Omakau</b>		<b>987,218</b>	<b>5%</b>	<b>106,582</b>	<b>11,077</b>	<b>4,112</b>	<b>4,146</b>	<b>5,382</b>	<b>5,439</b>	<b>5,497</b>	<b>5,554</b>	<b>5,523</b>	<b>5,494</b>	<b>5,547</b>	<b>5,599</b>	<b>54,290</b>	<b>52,292</b>	<b>20</b>	<b>2,661</b>
	PJ18357 - WW Omakau WWTP Upgrades	538,743	17%	90,803	9,546	3,573	3,603	4,986	5,039	5,092	5,146	5,200	5,173	5,227	5,281	42,483	48,320	20	2,459
	WWOm - Piped N/Wrk Renewals	120,046	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20	0
	WWOmak - Piped network renewals	66,448	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20	0
	Plant and Machinery - Omakau	38,849	18%	6,832	718	255	257	0	0	0	0	0	0	0	0	6,320	512	20	26
	WWOmak - Resource Consents	31,907	9%	2,715	285	107	108	149	150	152	154	155	154	156	158	1,273	1,442	20	73
	PJ11302-5 - WW Omakau Electrical Controls	25,989	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20	0
	Reticulation - Omakau	23,669	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20	0
	PJ18792 - WW Omak Diffuse Discharge Consent	22,226	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20	0
	Instrumentation - Omakau	16,807	11%	1,898	200	69	69	96	97	98	99	9	9	6	0	1,347	551	20	28

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	WWOmak - Land based treatment upgrade	16,198	9%	1,383	145	54	55	76	77	77	78	79	79	79	80	649	735	20	37
	WWOm - Future Development	14,908	9%	1,271	20	0	0	0	0	0	0	0	0	0	0	1,271	0	20	0
	Omakau - CCTV Inspections	13,882	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20	0
	PJ11306-5 - WW Omakau Machinery & Plant Renewals	10,469	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20	0
	WW Renewal Project Management	9,857	9%	840	88	30	31	42	43	43	44	44	44	44	45	430	411	20	21
	WW Mechanical / Process Plant Renewals	7,152	4%	109	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Omakau - Treatment Plant Minor Improvement	6,235	9%	540	57	19	19	26	27	27	27	27	27	28	28	286	254	20	13
<b>Ranfurly</b>		<b>989,915</b>	<b>3%</b>	<b>20,621</b>	<b>0</b>	<b>988</b>	<b>996</b>	<b>246</b>	<b>244</b>	<b>208</b>	<b>199</b>	<b>200</b>	<b>80</b>	<b>79</b>	<b>56</b>	<b>17,325</b>	<b>3,296</b>	<b>15</b>	<b>224</b>
	Ranfurly - Reticulation Renewal	151,476	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
	Machinery and Plant - Ranfurly	124,189	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
	PJ11306-7 - WW Ranfurly Machinery & Plant Renewals	103,790	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
	PJ20112 - WW Ranfurly WWTP Fencing	85,000	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
	Ranfurly - Treatment Plant Upgrade	69,552	5%	3,664	0	217	219	54	54	55	55	55	29	29	29	2,867	797	15	54
	PJ11309-7 - WW Ranfurly Reticulation Renewals	66,462	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
	Non-Pipe Renewals - Ranfurly	47,508	6%	3,339	0	196	198	49	49	49	49	50	0	0	0	2,699	640	15	44
	Reticulation - Ranfurly	46,642	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
	Treatment - Ranfurly	38,158	12%	3,060	0	177	178	44	41	41	42	42	22	22	0	2,451	609	15	41
	Emergency Conveyance - Ranfurly	36,155	11%	3,769	0	0	0	0	0	0	0	0	0	0	0	3,769	0	15	0
	Plant and Machinery - Ranfurly	30,095	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
	WW Renewal Project Management	26,091	2%	807	0	54	55	13	14	14	14	14	7	7	7	609	198	15	13
	Ranfurly - Condition Assessments	22,710	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0

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	PJ19127 - Wastewater Improvements Ranfurly - Trailer	16,100	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
	Caravan Dump Point	15,312	16%	2,447	0	146	148	36	37	0	0	0	0	0	0	2,080	367	15	25
	WWRan - CCTV Inspections	14,723	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	0
	WWRanf - Land based treatment upgrade	12,202	9%	1,042	0	82	3	20	20	21	21	21	11	11	11	742	300	15	20
<b>Roxburgh</b>		<b>1,322,294</b>	<b>5%</b>	<b>41,732</b>	<b>0</b>	<b>-1,692</b>	<b>-1,662</b>	<b>1,407</b>	<b>1,416</b>	<b>1,228</b>	<b>1,112</b>	<b>1,016</b>	<b>567</b>	<b>423</b>	<b>381</b>	<b>37,538</b>	<b>4,194</b>	<b>4</b>	<b>1,111</b>
	Land based Tmnt Up	301,720	2%	7,505	0	-310	-304	258	259	261	262	264	159	160	161	6,335	1,170	4	310
	Treatment - Roxburgh	165,950	6%	9,772	0	-265	-260	220	221	223	224	226	136	41	0	9,006	766	4	203
	Reticulation - Roxburgh	119,518	18%	12,029	0	-575	-565	478	481	448	427	327	152	154	155	10,546	1,483	4	393
	PJ20113 - WW Roxburgh WWTP Fencing	90,000	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
	Pump Station - Roxburgh	70,352	2%	2,257	0	-192	-188	160	161	0	0	0	0	0	0	2,317	-60	4	-16
	Emergency Conveyance - Roxburgh	64,215	8%	4,954	0	-8	-8	7	7	7	0	0	0	0	0	4,949	4	4	1
	PJ18800 - WW Roxburgh Network Fixture Improvements	59,566	1%	361	0	-112	-110	93	93	94	95	95	57	58	58	-61	422	4	112
	W Water - Piped Network Renewal	56,563	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
	PJ11302-9 - WW Roxburgh Electrical Controls	50,917	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
	PJ11307-9 - WW Roxburgh Manhole Renewals	43,278	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
	Plant and Machinery - Roxburgh	41,647	4%	2,047	0	-100	-98	83	84	84	85	85	51	0	0	1,773	274	4	73
	RoxSewOps - Pump station and Storage Renewals	38,110	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
	Roxburgh - Reticulation Renewal	36,531	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
	WW Renewal Project Management	32,379	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
	Roxburgh - Non-Pipe Renewals	28,198	1%	291	0	-12	-12	10	10	10	10	10	6	6	6	246	45	4	12

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	WWRoxb - Electrical control and instrumentation renewals	23,147	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0
<b>District Wide</b>		<b>2,759,805</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,276</b>	<b>0</b>
	PJ17150 - WW Districtwide Reticulation Renewals	1,688,575	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,276	0
	PJ18298 - WW Electrical Control/Instrumentation Renewals	364,924	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,276	0
	PJ18302 - WW Pump Station / Storage Renewals	301,381	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,276	0
	PJ18299 - WW Mechanical / Process Plant Renewals	136,937	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,276	0
	PJ17147 - WW Districtwide Reline Sewer Pipes	116,189	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,276	0
	PJ17145 - WW Mechanical and Process Plant Renewals	87,177	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,276	0
	PJ18301 - WW Piped Network Fixture Renewals	44,594	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,276	0
	PJ17148 - WW Districtwide Resource Consent Renewal	20,028	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,276	0

## TRANSPORT

ID	Description	Total Cost \$	Average of FAR %	% funded by DCs	DC funded cost \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	RECOVERABLE GROWTH / CAPACITY LIFE (HUES)	Charge per HUE
<b>Asset Management</b>		<b>141,440</b>	<b>0%</b>	<b>23%</b>	<b>16,824</b>	<b>1,222</b>	<b>999</b>	<b>1,016</b>	<b>1,033</b>	<b>765</b>	<b>499</b>	<b>139</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,594</b>	<b>4,452</b>	<b>2,314</b>	<b>2</b>
	Road Const. Prof	130,184	0%	23%	14,187	1,031	844	858	872	646	370	8	0	0	0	0	11,620	3,598	2,314	2
	PolyRds - Land	11,257	0%	23%	2,637	192	156	158	161	119	129	131	0	0	0	0	1,974	854	2,314	0
<b>Car Parking</b>		<b>217,251</b>	<b>0%</b>	<b>6%</b>	<b>18,418</b>	<b>1,534</b>	<b>636</b>	<b>646</b>	<b>657</b>	<b>487</b>	<b>526</b>	<b>533</b>	<b>540</b>	<b>547</b>	<b>469</b>	<b>503</b>	<b>14,409</b>	<b>5,543</b>	<b>2,314</b>	<b>2</b>
	Carpark Renewals	74,582	0%	18%	13,159	1,341	584	594	604	447	483	489	496	502	431	462	9,407	5,093	2,314	2
	Unsubsidised Roding Alexandra	58,943	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>	2,314	0
	CrmCarP - Carpark Renewals	40,750	0%	11%	4,580	154	0	0	0	0	0	0	0	0	0	0	4,734	0	2,314	0
	Maniototo Carpark Renewals	25,876	0%	2%	408	24	31	31	32	24	26	26	26	27	23	24	162	270	2,314	0
	Cromwell Carparks New	17,100	0%	2%	270	16	21	21	21	16	17	17	18	18	15	16	105	180	2,314	0
<b>Drainage</b>		<b>7,058,644</b>	<b>6%</b>	<b>4%</b>	<b>135,367</b>	<b>15,874</b>	<b>6,921</b>	<b>6,862</b>	<b>6,732</b>	<b>4,987</b>	<b>5,387</b>	<b>5,456</b>	<b>5,526</b>	<b>5,597</b>	<b>4,805</b>	<b>5,147</b>	<b>93,822</b>	<b>57,419</b>	<b>2,314</b>	<b>25</b>
	Drainage	1,999,805	0%	4%	40,292	4,979	1,370	1,393	1,416	1,049	1,133	1,148	1,163	1,178	1,011	1,083	33,326	11,944	2,314	5
	Drainage Renewals	1,628,590	0%	4%	29,561	2,778	1,081	924	695	515	556	563	570	578	496	531	25,829	6,510	2,314	3
	Renewal of Local Roads	1,460,135	0%	3%	24,669	3,048	822	836	850	630	680	689	698	707	607	650	20,551	7,166	2,314	3
	Drainage Renewals Roding	1,159,948	51%	3%	18,362	2,269	638	649	660	489	528	535	542	549	471	505	15,065	5,566	2,314	2
	Kerb and Channel Con	443,426	0%	3%	15,289	1,889	2,228	2,266	2,304	1,707	1,843	1,867	1,891	1,915	1,644	1,761	-2,248	19,426	2,314	8
	Major Drainage Control	115,663	0%	3%	1,874	232	346	351	357	265	286	290	293	297	255	273	-907	3,013	2,314	1
	Naseby township drainage upgrades	90,000	51%	3%	1,425	199	41	41	42	31	34	34	35	35	30	32	1,269	354	2,314	0
	Drainage Facility Renewals	81,868	0%	3%	1,383	171	46	47	48	35	38	39	39	40	34	36	1,152	402	2,314	0
	Kerb and Channel Construction	47,385	0%	3%	1,634	202	319	324	330	244	264	267	271	274	235	252	-946	2,782	2,314	1
	Maniototo K & C	19,315	0%	3%	666	82	22	23	23	17	18	19	19	19	16	18	555	193	2,314	0

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	Drainage New Capex	12,509	0%	3%	211	26	7	7	7	5	6	6	6	6	5	6	176	61	2,314	0
<b>Footpaths</b>		<b>7,414,221</b>	<b>4%</b>	<b>23%</b>	<b>1,294,961</b>	<b>109,022</b>	<b>35,631</b>	<b>46,723</b>	<b>47,507</b>	<b>44,321</b>	<b>43,487</b>	<b>39,260</b>	<b>35,127</b>	<b>31,163</b>	<b>26,754</b>	<b>28,477</b>	<b>1,025,532</b>	<b>378,451</b>	<b>2,314</b>	<b>164</b>
	Footpaths and Pedestrians	4,497,553	0%	23%	868,806	78,380	15,377	26,229	26,669	25,923	23,613	19,273	15,289	11,408	9,794	10,491	763,122	184,065	2,314	80
	District Wide Footpath Renewals	770,755	0%	2%	12,162	709	941	957	973	720	778	788	798	809	694	744	4,669	8,202	2,314	4
	Bannockburn bridge cycle facility	677,534	51%	33%	110,885	8,056	7,088	7,206	7,327	5,428	5,864	5,939	6,015	6,092	5,230	5,603	57,149	61,792	2,314	27
	Unsubsidised Rooding Alexandra	369,198	0%	23%	87,118	6,329	5,172	5,258	5,347	3,961	4,278	4,333	4,389	4,445	3,816	4,088	48,360	45,088	2,314	19
	Unsubsidised Rooding Cromwell	277,520	0%	24%	68,246	4,958	4,045	4,112	4,181	3,098	3,346	3,389	3,433	3,477	2,985	3,197	37,942	35,262	2,314	15
	37537698. CrmPths - Footpaths & pedestrians	215,340	0%	19%	20,211	1,468	1,265	1,286	1,308	969	1,046	1,060	1,073	1,087	933	1,000	10,651	11,028	2,314	5
	New Footpaths	111,782	51%	31%	16,854	1,225	1,082	1,100	1,119	829	895	907	918	930	799	855	8,645	9,434	2,314	4
	Unsubsidised Rooding Maniototo	95,023	0%	22%	21,245	1,543	1,265	1,286	1,307	969	1,046	1,060	1,073	1,087	933	1,000	11,763	11,026	2,314	5
	Landscaping	92,206	0%	26%	24,293	1,765	-2,571	-2,614	-2,658	0	0	0	0	0	0	0	33,902	-7,844	2,314	-3
	Omakau - Ophir Cycle Path	91,140	51%	33%	14,916	1,084	948	964	980	726	784	794	805	815	700	749	7,735	8,265	2,314	4
	Roxburgh streetscape improvements	90,000	51%	4%	1,966	66	228	232	236	175	189	191	194	196	168	0	224	1,808	2,314	1
	Unsubsidised Rooding Roxburgh	59,431	0%	22%	13,287	965	792	805	819	607	655	664	672	681	585	626	7,346	6,906	2,314	3
	Unsubsidised Rooding Earnsclough	56,890	0%	24%	13,693	995	813	826	840	622	672	681	690	698	600	642	7,604	7,084	2,314	3
	47537698. Naseby Clyde - Footpaths and pedestrians	52,841	0%	19%	4,959	360	310	316	321	238	257	260	263	267	229	245	2,614	2,706	2,314	1
	Lighting	46,441	0%	26%	12,236	889	-1,295	-1,317	-1,339	0	0	0	0	0	0	0	17,075	-3,951	2,314	-2
	Unsub Rooding	42,102	0%	26%	11,092	806	656	667	678	502	543	408	8	0	0	0	8,436	3,462	2,314	1
	Pedestrian Footbridges	24,826	0%	26%	6,541	475	385	391	398	295	318	323	327	0	0	0	4,579	2,437	2,314	1
	Unsubsidised Work	20,800	0%	4%	827	28	0	0	0	0	0	0	0	0	0	0	854	0	2,314	0
	47527698. Naseby Omakau - Footpaths & pedestrian	14,916	0%	19%	1,400	102	88	89	91	67	72	73	74	75	65	69	738	764	2,314	0



ID	Description	Total Cost \$	Average of FAR %	% funded by DCs	DC funded cost \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	RECOVER-ABLE GROWTH / CAPACITY LIFE (HUES)	Charge per HUE
	Unsubsidised Roding Manuherikia	10,801	0%	24%	2,742	199	162	165	168	124	134	136	138	139	120	128	1,527	1,414	2,314	1
	Footpaths and Pedestrians	4,497,553	0%	23%	868,806	78,380	15,377	26,229	26,669	25,923	23,613	19,273	15,289	11,408	9,794	10,491	763,122	184,065	2,314	80
	District Wide Footpath Renewals	770,755	0%	2%	12,162	709	941	957	973	720	778	788	798	809	694	744	4,669	8,202	2,314	4
	Bannockburn bridge cycle facility	677,534	51%	33%	110,885	8,056	7,088	7,206	7,327	5,428	5,864	5,939	6,015	6,092	5,230	5,603	57,149	61,792	2,314	27
	Unsubsidised Roding Alexandra	369,198	0%	23%	87,118	6,329	5,172	5,258	5,347	3,961	4,278	4,333	4,389	4,445	3,816	4,088	48,360	45,088	2,314	19
	Unsubsidised Roding Cromwell	277,520	0%	24%	68,246	4,958	4,045	4,112	4,181	3,098	3,346	3,389	3,433	3,477	2,985	3,197	37,942	35,262	2,314	15
	37537698. CrmPths - Footpaths & pedestrian	215,340	0%	19%	20,211	1,468	1,265	1,286	1,308	969	1,046	1,060	1,073	1,087	933	1,000	10,651	11,028	2,314	5
<b>Minor Improvements</b>		<b>7,035,962</b>	<b>13%</b>	<b>20%</b>	<b>608,292</b>	<b>58,313</b>	<b>29,511</b>	<b>30,005</b>	<b>30,509</b>	<b>22,601</b>	<b>24,414</b>	<b>24,727</b>	<b>25,044</b>	<b>25,366</b>	<b>20,998</b>	<b>21,596</b>	<b>411,835</b>	<b>254,770</b>	<b>2,314</b>	<b>110</b>
	Minor Improvements	2,087,019	0%	22%	214,480	18,954	11,230	11,418	11,610	8,601	9,290	9,409	9,530	9,653	8,287	8,877	135,528	97,905	2,314	42
	Improvement of Local Roads	1,367,951	0%	8%	21,974	1,596	1,292	1,314	1,336	990	1,069	1,083	1,096	1,111	510	0	13,771	9,799	2,314	4
	Minor improvements (includes LED Lights)	722,767	51%	33%	115,300	14,247	3,994	4,061	4,129	3,059	3,305	3,347	3,390	3,433	2,948	3,157	94,722	34,824	2,314	15
	Other	720,930	0%	22%	64,949	4,719	3,839	3,903	3,968	2,940	3,176	3,216	3,258	3,299	2,833	3,034	36,203	33,465	2,314	14
	RdAss - Other cap exp	408,305	0%	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,314	0
	1723769341. AssocImpr - Minor Improvements	338,015	0%	19%	31,725	2,305	1,986	2,019	2,053	1,521	1,643	1,664	1,685	1,707	1,465	1,569	16,719	17,311	2,314	7
	Associated Improvements	328,014	17%	25%	35,542	2,608	2,104	2,139	2,175	1,611	1,740	1,763	1,785	1,808	1,553	1,663	19,808	18,342	2,314	8
	Emergency Work - Natural Disaster	305,098	51%	33%	48,671	6,014	1,687	1,716	1,744	1,292	1,396	1,414	1,432	1,450	1,245	1,334	39,974	14,711	2,314	6
	Minor improvements McNulty Road	214,439	51%	33%	34,208	4,227	1,188	1,208	1,228	910	983	995	1,008	1,021	877	939	28,078	10,358	2,314	4
	Renewal of Local Roads	200,529	0%	16%	15,262	1,109	897	912	928	687	742	752	761	771	326	0	9,594	6,777	2,314	3
	47537720. Naseby Clyde - Improvements	98,686	0%	19%	9,262	673	580	589	599	444	480	486	492	498	428	458	4,881	5,054	2,314	2
	Central Otago touring route	77,382	51%	33%	12,344	1,525	430	438	445	330	356	361	365	370	318	340	10,118	3,752	2,314	2

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	Unsubsidised Roding Cromwell	66,469	0%	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,314	0
	Roding Unit : Rdg Unit - Motor cars & utes	37,398	0%	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,314	0
	77537720. RoxFPths - Improvements	24,343	0%	19%	2,285	166	143	145	148	110	118	120	121	123	106	113	1,204	1,247	2,314	1
	37537720. CrmPths - Improvements	23,381	0%	19%	2,194	159	137	140	142	105	114	115	117	118	101	109	1,157	1,197	2,314	1
	Other Cap Exp	14,639	0%	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,314	0
	Boundary Road improvements	595	51%	33%	95	12	3	3	3	3	3	3	3	3	2	3	78	29	2,314	0
	Minor Improvements	2,087,019	0%	22%	214,480	18,954	11,230	11,418	11,610	8,601	9,290	9,409	9,530	9,653	8,287	8,877	135,528	97,905	2,314	42
<b>Pavement Reconstruction</b>		<b>8,460,717</b>	<b>3%</b>	<b>10%</b>	<b>304,597</b>	<b>16,025</b>	<b>2,968</b>	<b>4,981</b>	<b>6,991</b>	<b>5,179</b>	<b>3,830</b>	<b>2,181</b>	<b>1,320</b>	<b>1,336</b>	<b>1,147</b>	<b>1,229</b>	<b>289,460</b>	<b>31,162</b>	<b>2,314</b>	<b>13</b>
	Metalling	3,646,202	0%	5%	94,099	3,156	0	0	0	0	0	0	0	0	0	0	97,255	0	2,314	0
	Renewal of Local Roads	1,870,542	0%	4%	36,431	1,222	0	0	0	0	0	0	0	0	0	0	37,653	0	2,314	0
	Road Construction	1,184,157	0%	21%	124,645	8,998	1,413	3,400	5,384	3,988	2,544	878	0	0	0	0	116,036	17,607	2,314	8
	Royalties Gravel	562,105	0%	3%	9,116	306	0	0	0	0	0	0	0	0	0	0	9,422	0	2,314	0
	Pavement Reconstruction (NZTA WC214)	288,314	51%	17%	23,827	1,731	1,533	1,558	1,585	1,174	1,268	1,284	1,301	1,317	1,131	1,212	12,195	13,363	2,314	6
	Culverts	270,757	0%	4%	5,058	170	0	0	0	0	0	0	0	0	0	0	5,228	0	2,314	0
	Drainage Renewal	250,318	0%	2%	1,891	63	0	0	0	0	0	0	0	0	0	0	1,954	0	2,314	0
	Sealed Culvert Renewals	154,971	0%	5%	4,088	137	0	0	0	0	0	0	0	0	0	0	4,225	0	2,314	0
	PaveMaint - Drainage Rnwl unse	84,111	0%	2%	635	21	0	0	0	0	0	0	0	0	0	0	657	0	2,314	0
	Unsealed Culvert Renewals	57,011	0%	4%	1,212	41	0	0	0	0	0	0	0	0	0	0	1,253	0	2,314	0
	New Culverts Sealed Roads	50,808	0%	9%	2,358	79	0	0	0	0	0	0	0	0	0	0	2,437	0	2,314	0
	Bldgs/Improves	25,253	0%	4%	492	16	0	0	0	0	0	0	0	0	0	0	508	0	2,314	0

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	PaveMaint - Culvts Unseal New	10,778	0%	2%	81	3	0	0	0	0	0	0	0	0	0	0	84	0	2,314	0
	AreaPave - Prof Services	5,391	0%	25%	663	82	22	22	23	17	18	19	19	19	16	17	553	193	2,314	0
<b>Reseals</b>		<b>23,962,792</b>	<b>4%</b>	<b>10%</b>	<b>1,184,933</b>	<b>43,317</b>	<b>57,205</b>	<b>46,227</b>	<b>34,211</b>	<b>19,293</b>	<b>16,478</b>	<b>9,132</b>	<b>9,250</b>	<b>9,369</b>	<b>8,043</b>	<b>8,615</b>	<b>1,010,425</b>	<b>217,824</b>	<b>2,314</b>	<b>94</b>
	Sealed Road Renewals	9,406,001	10%	11%	458,208	18,674	34,182	22,818	10,409	7,711	8,330	8,436	8,545	8,654	7,430	7,959	352,407	124,474	2,314	54
	Mntnce Chip Seals	5,741,070	0%	7%	196,441	6,588	0	0	0	0	0	0	0	0	0	0	203,030	0	2,314	0
	Reseals	3,879,814	0%	11%	205,731	6,900	22,192	22,564	22,943	10,946	7,461	0	0	0	0	0	126,525	86,106	2,314	37
	Renewal of Local Roads	3,804,495	0%	16%	298,642	10,016	0	0	0	0	0	0	0	0	0	0	308,658	0	2,314	0
	District Renewals	690,215	0%	2%	10,891	635	831	845	859	636	687	696	705	714	613	657	4,283	7,243	2,314	3
	Thin AC	405,156	0%	7%	13,752	461	0	0	0	0	0	0	0	0	0	0	14,213	0	2,314	0
	Reseal Rds - Prof Services	36,041	0%	7%	1,267	42	0	0	0	0	0	0	0	0	0	0	1,310	0	2,314	0
<b>Road Construction</b>		<b>2,699,979</b>	<b>0%</b>	<b>24%</b>	<b>582,096</b>	<b>44,457</b>	<b>21,292</b>	<b>26,544</b>	<b>30,065</b>	<b>22,272</b>	<b>19,273</b>	<b>7,464</b>	<b>6,626</b>	<b>6,711</b>	<b>5,762</b>	<b>6,172</b>	<b>474,372</b>	<b>152,181</b>	<b>2,314</b>	<b>66</b>
	Road Construction	2,526,456	0%	23%	540,963	39,302	19,995	25,226	28,725	21,280	18,201	6,378	5,526	5,597	4,805	5,147	439,386	140,879	2,314	61
	57537691. MtoFPths - Road construction	93,227	0%	19%	8,750	636	548	557	566	419	453	459	465	471	404	433	4,611	4,774	2,314	2
	CrmPths - Other cap exp	80,296	0%	40%	32,382	4,519	749	761	774	573	619	627	635	644	552	592	30,374	6,527	2,314	3
<b>Seal Extensions</b>		<b>3,510,432</b>	<b>6%</b>	<b>16%</b>	<b>358,304</b>	<b>26,032</b>	<b>16,025</b>	<b>19,641</b>	<b>19,970</b>	<b>14,794</b>	<b>15,981</b>	<b>10,844</b>	<b>10,937</b>	<b>11,077</b>	<b>4,993</b>	<b>1</b>	<b>260,073</b>	<b>124,263</b>	<b>2,314</b>	<b>54</b>
	Road Construction	2,181,777	0%	17%	138,975	10,097	3,129	6,529	6,639	4,918	5,312	38	0	0	0	0	122,507	26,565	2,314	11
	Unsubsidised Work	1,326,003	0%	17%	219,163	15,923	12,886	13,102	13,322	9,869	10,660	10,797	10,936	11,076	4,992	0	137,446	97,639	2,314	42
	SealExSub - Seal extn Ophir Br	2,274	0%	17%	147	11	9	9	9	7	7	7	0	0	0	0	110	47	2,314	0
	Seal Extensions at Intersections	378	51%	11%	20	1	1	1	1	1	1	1	1	1	1	1	10	11	2,314	0
<b>Structure</b>		<b>4,550,697</b>	<b>7%</b>	<b>26%</b>	<b>666,368</b>	<b>91,026</b>	<b>25,701</b>	<b>26,132</b>	<b>26,570</b>	<b>19,684</b>	<b>21,262</b>	<b>21,535</b>	<b>21,811</b>	<b>22,092</b>	<b>18,966</b>	<b>20,316</b>	<b>533,324</b>	<b>224,070</b>	<b>2,314</b>	<b>97</b>
	Structures Renewals	1,831,700	22%	28%	255,416	35,076	7,437	7,562	7,689	5,696	6,153	6,232	6,312	6,393	5,488	5,879	225,654	64,839	2,314	28

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	Bridge Renewals	1,404,599	0%	31%	209,494	29,235	13,091	13,310	13,534	10,026	10,830	10,969	11,110	11,252	9,661	10,348	124,598	114,131	2,314	49
	Structure	273,509	0%	29%	38,505	5,373	1,077	1,095	1,113	825	891	902	914	926	795	851	34,490	9,388	2,314	4
	Bridge Upgrades	263,648	0%	31%	39,571	5,522	1,087	1,105	1,124	832	899	911	922	934	802	859	35,618	9,476	2,314	4
	Greenbridge	258,895	0%	31%	38,040	5,309	1,046	1,063	1,081	801	865	876	887	899	772	827	34,233	9,116	2,314	4
	Small bridge replacement	216,000	51%	42%	44,056	6,148	1,053	1,070	1,088	806	871	882	893	905	777	832	41,028	9,176	2,314	4
	Renewal of Local Roads	176,327	0%	30%	25,494	3,558	700	712	724	536	579	586	594	602	516	553	22,949	6,102	2,314	3
	Decorations	94,933	0%	11%	10,671	358	0	0	0	0	0	0	0	0	0	0	11,028	0	2,314	0
	Pedestrian Services	22,475	0%	11%	2,526	85	0	0	0	0	0	0	0	0	0	0	2,611	0	2,314	0
	Bridge Piers	8,003	0%	31%	2,502	349	209	212	216	160	173	175	177	179	154	165	1,032	1,819	2,314	1
	BrdgRenRds - Prof Services	607	0%	31%	93	13	3	3	3	2	2	2	2	2	2	2	84	22	2,314	0
<b>Town Centre</b>		<b>1,924,813</b>	<b>14%</b>	<b>12%</b>	<b>216,180</b>	<b>7,251</b>	<b>18,356</b>	<b>18,664</b>	<b>18,977</b>	<b>14,058</b>	<b>15,186</b>	<b>15,380</b>	<b>15,578</b>	<b>15,721</b>	<b>11,627</b>	<b>0</b>	<b>79,884</b>	<b>143,547</b>	<b>2,314</b>	<b>62</b>
	Clyde Historic Precinct	1,053,497	51%	31%	158,846	5,328	18,356	18,664	18,977	14,058	15,186	15,380	15,578	15,721	11,627	0	20,626	143,547	2,314	62
	Alexandra Town Centre - Other Capital Expenditure	617,466	0%	7%	40,761	1,367	0	0	0	0	0	0	0	0	0	0	42,128	0	2,314	0
	CrnTwnCtr - Upgrade Stream	124,952	0%	7%	8,249	277	0	0	0	0	0	0	0	0	0	0	8,525	0	2,314	0
	CrnTwnCtr - Other Capital Expenditure	97,781	0%	7%	6,455	216	0	0	0	0	0	0	0	0	0	0	6,671	0	2,314	0
	Alexandra Town Centre - Decorations	16,768	0%	7%	1,107	37	0	0	0	0	0	0	0	0	0	0	1,144	0	2,314	0
	Cromwell Town Centre	10,035	0%	7%	662	22	0	0	0	0	0	0	0	0	0	0	685	0	2,314	0
	Town Centre: AlxTC - Signs/Bins/Structures	2,080	0%	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,314	0
	Unsubsidised Work	1,526	0%	7%	101	3	0	0	0	0	0	0	0	0	0	0	104	0	2,314	0
	Town Centre: AlxTC - Irrigation	706	0%	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,314	0

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<b>Traffic Services</b>		<b>11,811,208</b>	<b>3%</b>	<b>15%</b>	<b>975,190</b>	<b>63,336</b>	<b>-8,091</b>	<b>-6,394</b>	<b>10,746</b>	<b>18,501</b>	<b>17,386</b>	<b>14,819</b>	<b>12,314</b>	<b>7,993</b>	<b>6,396</b>	<b>6,282</b>	<b>958,574</b>	<b>79,953</b>	<b>2,314</b>	<b>35</b>
	New Safety Project	2,554,561	0%	26%	254,540	18,493	-2,084	294	2,781	6,851	5,095	2,661	0	0	0	0	257,435	15,597	2,314	7
	Road Construction	2,001,186	0%	18%	169,023	7,976	-6,278	-6,383	-1,816	0	0	0	0	0	0	0	191,477	-14,478	2,314	-6
	Mntnce Chip Seals	1,100,596	0%	7%	37,116	1,245	0	0	0	0	0	0	0	0	0	0	38,361	0	2,314	0
	Metalling	752,873	0%	5%	19,047	639	0	0	0	0	0	0	0	0	0	0	19,686	0	2,314	0
	Signs	743,419	0%	10%	41,528	1,393	0	0	0	0	0	0	0	0	0	0	42,921	0	2,314	0
	Renewal of Local Roads	596,481	0%	15%	49,257	2,771	1,683	1,711	1,740	1,289	1,392	1,410	1,428	0	0	0	41,374	10,654	2,314	5
	Bridge Renewals	564,776	0%	31%	82,984	11,580	7,095	7,214	7,335	5,434	5,870	5,945	6,021	6,099	5,236	5,609	32,707	61,858	2,314	27
	Improvement of Local Roads	496,146	0%	26%	51,017	3,706	3,003	3,053	3,104	2,300	2,484	2,516	2,548	0	0	0	35,716	19,007	2,314	8
	Traffic Services Renewals	352,553	51%	8%	13,116	440	1,496	1,521	1,547	1,146	1,238	1,253	1,270	833	379	0	2,874	10,682	2,314	5
	Signs & Railings Renewals	350,559	0%	9%	13,929	467	951	387	0	0	0	0	0	0	0	0	13,058	1,338	2,314	1
	Traffic Services	346,206	0%	5%	9,031	303	975	991	1,008	536	286	0	0	0	0	0	5,538	3,796	2,314	2
	Signs & posts and railings	254,198	0%	9%	11,111	373	0	0	0	0	0	0	0	0	0	0	11,484	0	2,314	0
	Footpaths and Pedestr	251,254	0%	26%	66,198	4,809	-7,026	-7,144	-4,590	0	0	0	0	0	0	0	89,767	-18,759	2,314	-8
	Footpaths and Pedestri	198,473	0%	26%	52,291	3,799	-5,577	-5,670	0	0	0	0	0	0	0	0	67,337	-11,247	2,314	-5
	Car Park Construction	182,506	0%	11%	20,514	688	0	0	0	0	0	0	0	0	0	0	21,202	0	2,314	0
	Thin Asphaltic Su	151,413	0%	7%	5,106	171	0	0	0	0	0	0	0	0	0	0	5,277	0	2,314	0
	Edgemarkers	117,075	0%	17%	9,723	326	0	0	0	0	0	0	0	0	0	0	10,049	0	2,314	0
	Other Capital Expenditure	115,062	0%	7%	7,596	8	0	0	0	0	0	0	0	0	0	0	7,604	0	2,314	0
	Traffic Services	100,476	0%	8%	3,966	231	298	303	308	228	246	250	253	256	220	235	1,600	2,597	2,314	1
	Culverts	67,999	0%	4%	1,270	43	0	0	0	0	0	0	0	0	0	0	1,313	0	2,314	0

ID	Description	Total Cost \$	Average of FAR %	% funded by DCs	DC funded cost \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	RECOVER-ABLE GROWTH / CAPACITY LIFE (HUES)	Charge per HUE
	Royalties Gravel	64,782	0%	3%	1,033	35	0	0	0	0	0	0	0	0	0	0	1,067	0	2,314	0
	Speed Limit Thresholds	60,000	51%	6%	1,772	59	205	209	212	157	170	172	174	177	152	0	202	1,629	2,314	1
	Road Const. Prof	56,536	0%	23%	5,827	423	-617	-627	-638	0	0	0	0	0	0	0	8,132	-1,881	2,314	-1
	Footpaths & Pedestr	48,018	0%	26%	12,651	919	-1,349	-1,372	0	0	0	0	0	0	0	0	16,291	-2,721	2,314	-1
	Furniture and Fittings	40,015	0%	9%	3,570	120	0	0	0	0	0	0	0	0	0	0	3,689	0	2,314	0
	Vehicle-activated speed warning signage	37,302	51%	9%	1,554	52	176	179	182	135	145	147	149	151	0	0	343	1,264	2,314	1
	Landscaping	34,686	0%	26%	9,139	664	-967	-983	-1,000	0	0	0	0	0	0	0	12,753	-2,951	2,314	-1
	Major Drainage Control	30,561	0%	3%	495	61	99	101	103	76	82	83	84	86	73	79	-311	867	2,314	0
	Structures Renewals	30,226	0%	29%	4,254	309	251	256	260	193	208	211	213	216	186	199	2,371	2,192	2,314	1
	Decorations	27,115	0%	11%	3,048	102	0	0	0	0	0	0	0	0	0	0	3,150	0	2,314	0
	Footpaths and Pedest	22,408	0%	26%	5,904	429	-630	-640	0	0	0	0	0	0	0	0	7,603	-1,270	2,314	-1
	Bus Shelter	16,006	0%	9%	1,428	48	0	0	0	0	0	0	0	0	0	0	1,476	0	2,314	0
	Bridge Piers	12,497	0%	31%	3,907	545	334	340	345	256	276	280	283	287	247	264	1,540	2,912	2,314	1
	Traffic Island	9,604	0%	9%	857	29	0	0	0	0	0	0	0	0	0	0	885	0	2,314	0
	CapEx Landscaping	8,003	0%	3%	257	26	-162	-164	-167	-124	-134	-135	-137	-139	-119	-128	1,692	-1,410	2,314	-1
	X-Mas Decorations	4,802	0%	9%	428	14	0	0	0	0	0	0	0	0	0	0	443	0	2,314	0
	Irrigation	4,802	0%	3%	166	20	31	32	33	24	26	26	27	27	23	25	-88	274	2,314	0
	Cromwell Car Parking -	3,980	0%	11%	447	15	0	0	0	0	0	0	0	0	0	0	462	0	2,314	0
	New Signs	2,055	0%	9%	90	3	0	0	0	0	0	0	0	0	0	0	93	0	2,314	0

ID	Description	Total Cost \$	Average of FAR %	% funded by DCs	DC funded cost \$	Interest Cost \$	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Sum of Years 10+	Sum of Analysis Window Growth Cost	RECOVER-ABLE GROWTH / CAPACITY LIFE (HUES)	Charge per HUE
<b>Unsealed Road Metalling</b>		<b>17,059,755</b>	<b>13%</b>	<b>6%</b>	<b>470,559</b>	<b>17,220</b>	<b>39,029</b>	<b>37,107</b>	<b>34,931</b>	<b>24,493</b>	<b>24,527</b>	<b>22,907</b>	<b>23,201</b>	<b>5,121</b>	<b>4,397</b>	<b>3,036</b>	<b>269,030</b>	<b>218,749</b>	<b>2,314</b>	<b>95</b>
	Gravel Road Renewals	9,968,481	14%	5%	335,897	12,669	32,190	30,154	27,861	20,640	22,295	22,581	22,871	4,787	4,110	2,770	158,309	190,257	2,314	82
	Unsealed Road Metalling	4,386,462	0%	3%	59,748	2,004	6,450	6,558	6,668	3,556	1,911	0	0	0	0	0	36,609	25,143	2,314	11
	Renewal of Local Roads	2,387,432	0%	15%	70,963	2,380	0	0	0	0	0	0	0	0	0	0	73,343	0	2,314	0
	Gravel Purchases	317,379	51%	3%	3,951	167	389	395	402	298	322	326	330	334	287	266	769	3,349	2,314	1
<b>Unsubsidised Roothing</b>		<b>506,733</b>	<b>0%</b>	<b>28%</b>	<b>158,235</b>	<b>18,736</b>	<b>5,494</b>	<b>5,586</b>	<b>5,680</b>	<b>4,208</b>	<b>4,545</b>	<b>4,604</b>	<b>4,663</b>	<b>4,723</b>	<b>2,739</b>	<b>2,934</b>	<b>131,795</b>	<b>45,176</b>	<b>2,314</b>	<b>20</b>
	Unsubsidised Work	343,888	0%	40%	138,685	17,320	4,289	4,361	4,434	3,285	3,548	3,594	3,640	3,687	1,849	1,981	121,338	34,667	2,314	15
	Unsubsidised Roothing	90,981	0%	13%	5,907	429	358	364	370	274	296	300	304	308	264	283	3,213	3,123	2,314	1
	57537718. MtoFPths - Unsub Roothing.	70,671	0%	19%	13,537	983	847	861	876	649	701	710	719	728	625	670	7,134	7,386	2,314	3
	Signs/Bins/Structures	1,193	0%	9%	106	4	0	0	0	0	0	0	0	0	0	0	110	0	2,314	0
<b>Vested Assets</b>		<b>8,950,474</b>	<b>0%</b>	<b>0%</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,314</b>	<b>0</b>
	Vested Assets	7,409,599	0%	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,314	0
	RdAss - Vested assets	1,314,312	0%	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,314	0
	CrnPths - Vested assets	102,090	0%	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,314	0
	Roothing: RdAss - Vested assets	57,522	0%	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,314	0
	Vestd Assets	57,357	0%	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,314	0
	Unsub Roothing Cromwell: CrnPths - Vested assets	9,593	0%	0%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,314	0
<b>Ward Renewals</b>		<b>887,779</b>	<b>0%</b>	<b>4%</b>	<b>34,990</b>	<b>2,310</b>	<b>1,708</b>	<b>1,737</b>	<b>1,766</b>	<b>1,308</b>	<b>1,413</b>	<b>1,431</b>	<b>1,450</b>	<b>1,468</b>	<b>682</b>	<b>0</b>	<b>24,337</b>	<b>12,963</b>	<b>2,314</b>	<b>6</b>
	Unsubsidised Work	887,779	0%	4%	34,990	2,310	1,708	1,737	1,766	1,308	1,413	1,431	1,450	1,468	682	0	24,337	12,963	2,314	6

This table has rounding (± 1)



# PART 3: Catchment Maps

The maps in this section outline the boundaries of the catchments within which development contributions will apply.

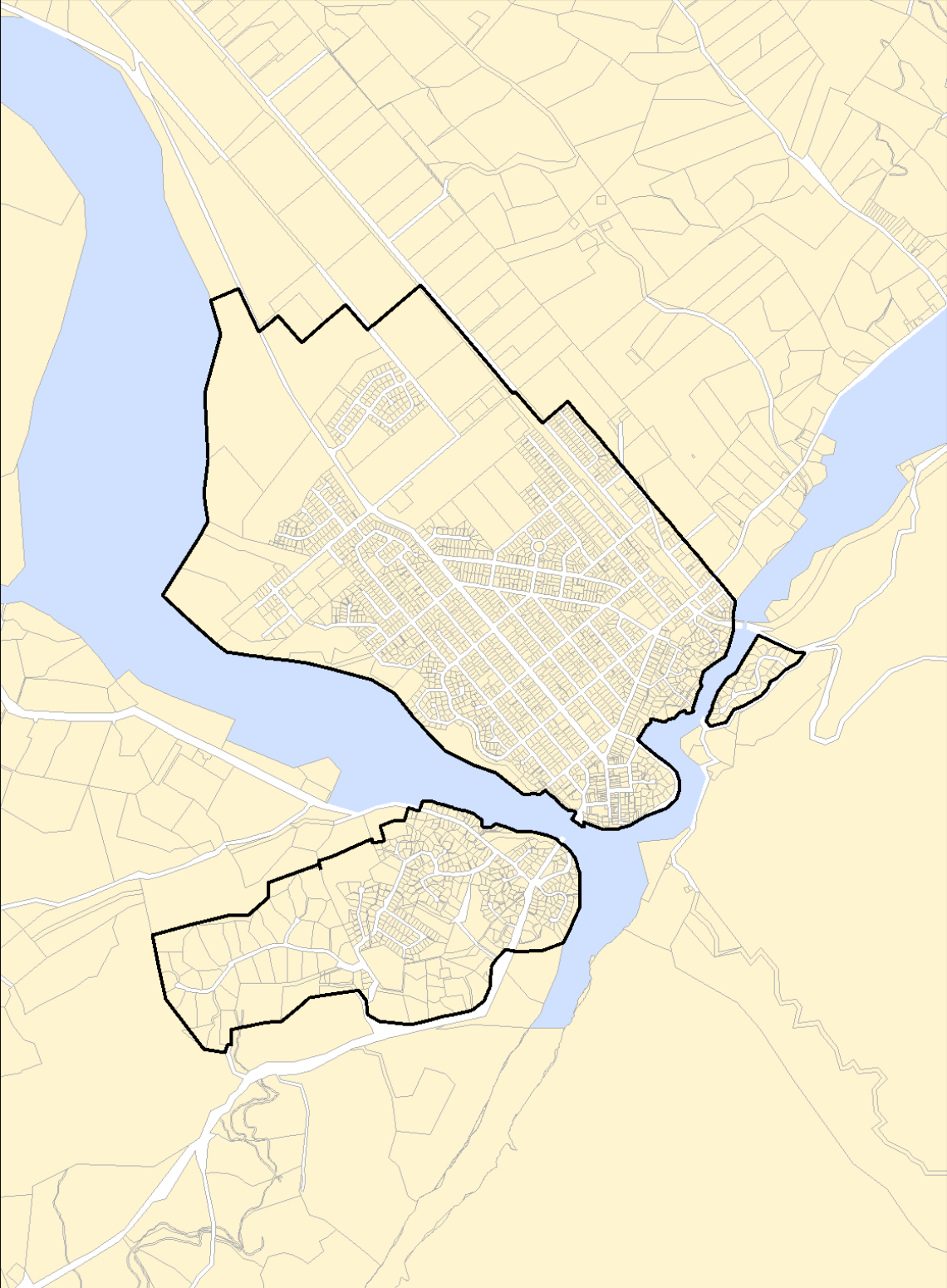
## Water catchment maps

### Alexandra and Clyde water supply – scheme boundary



# Wastewater catchment maps

## Alexandra wastewater – scheme boundary



**Clyde wastewater – scheme boundary**

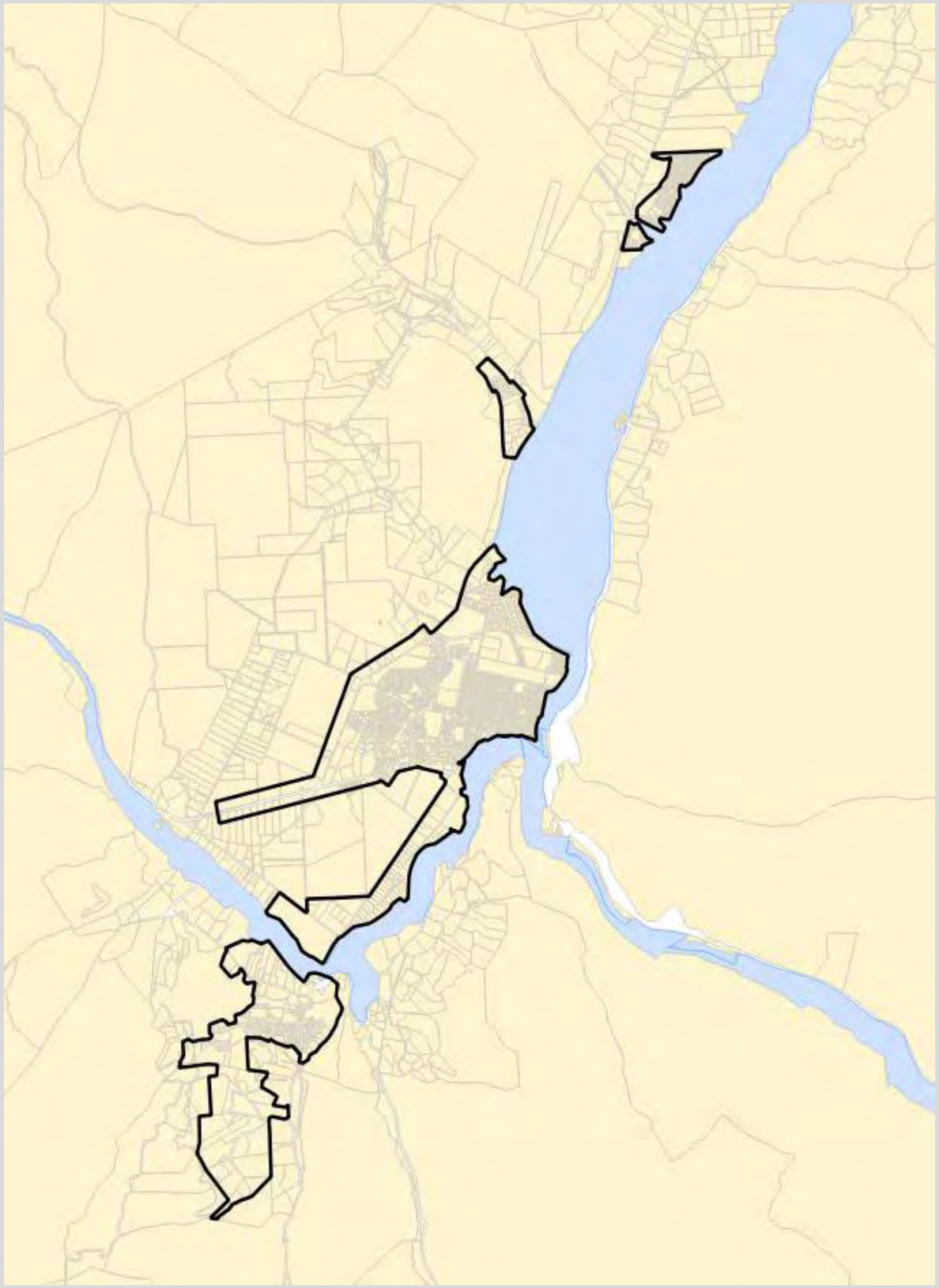




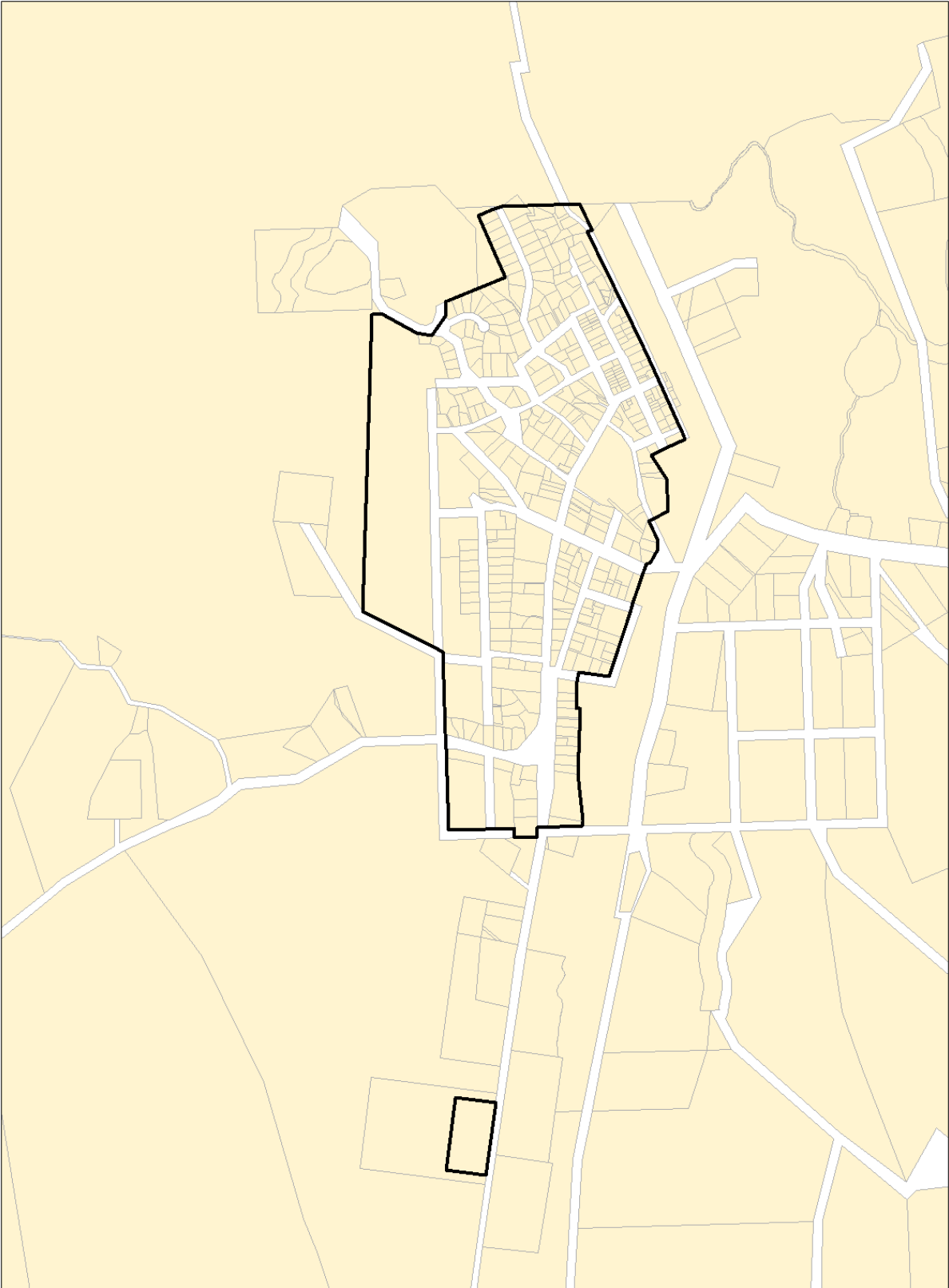
Omakau / Ophir water supply & wastewater – scheme boundaries



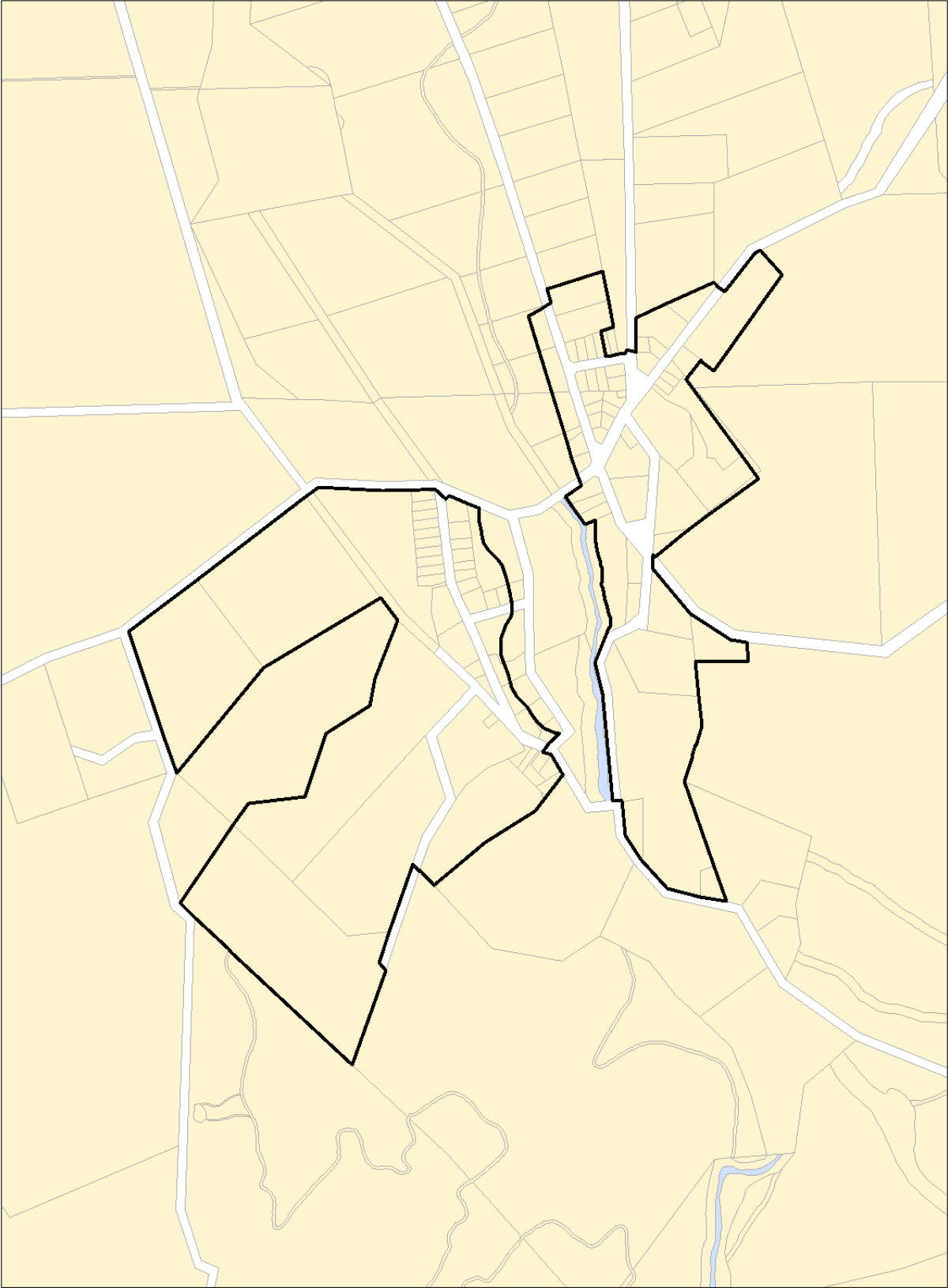
**Cromwell water supply & wastewater – scheme boundary**



**Naseby urban water supply and wastewater – scheme boundary**



**Patearoa urban water supply – scheme boundary**

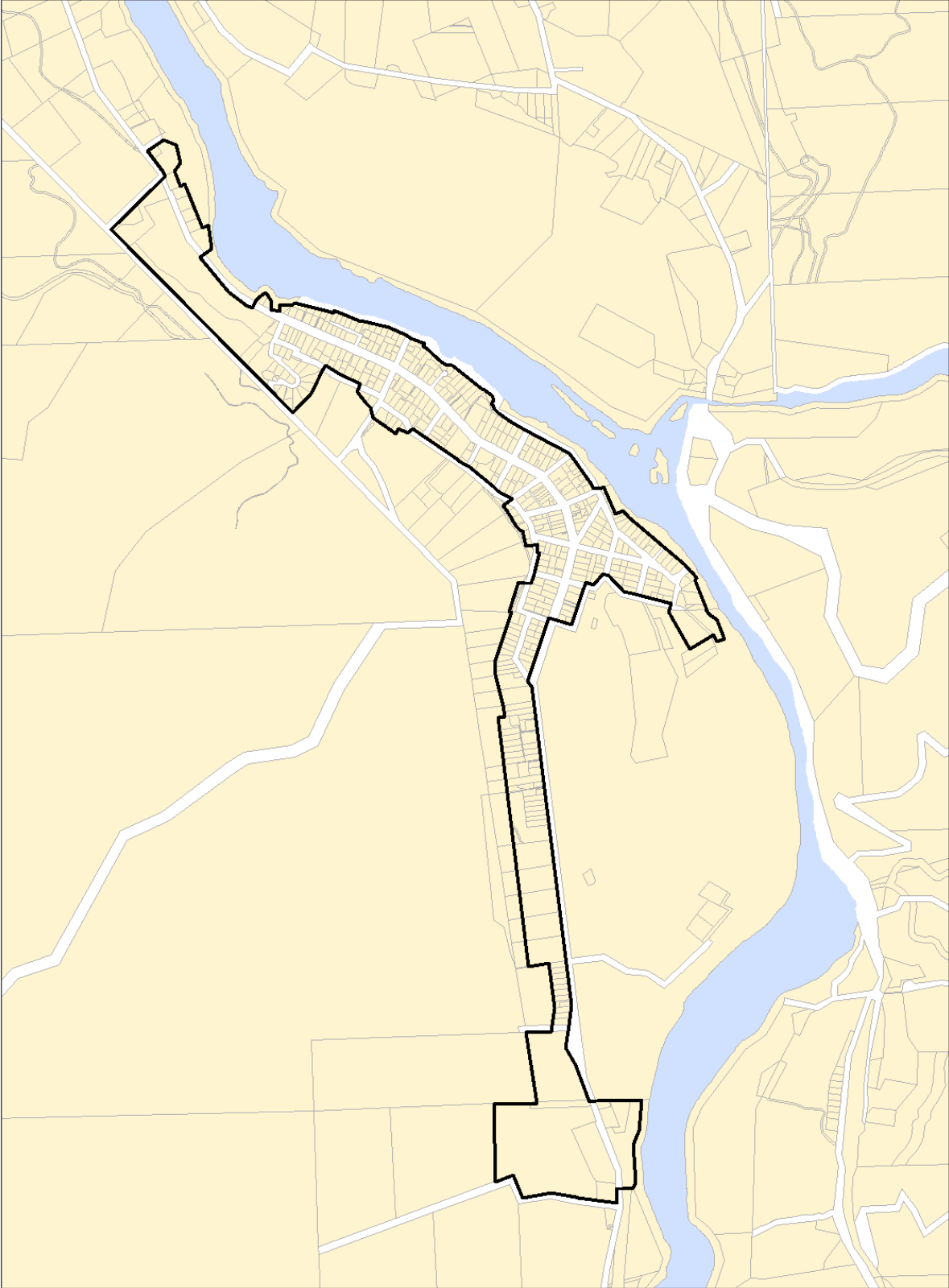






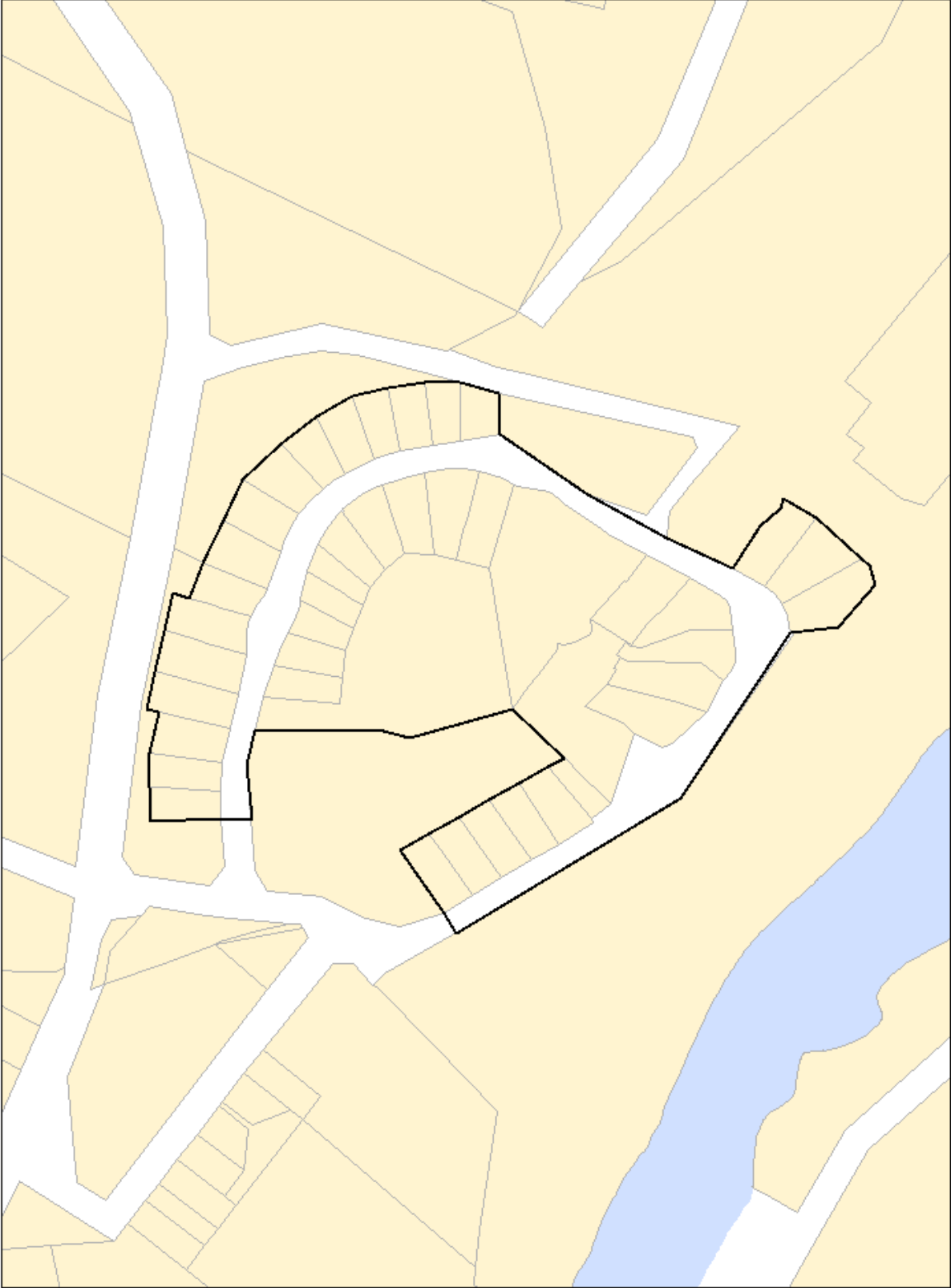
**Roxburgh water supply and wastewater – scheme boundary  
(shown on two maps)**

**1. Roxburgh**



**Roxburgh water supply and wastewater – scheme boundary  
(shown on two maps)**

**2. Lake Roxburgh village**



# OUR COUNCIL





# Mayor and Councillors

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# Community boards

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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.

## Cromwell Community Board

42 The Mall, Cromwell Phone: 03 445 0211



Anna Harrison (Chair)



Werner Murray (Deputy)



Tony Buchanan



Neil Gillespie



Cheryl Laws



Nigel McKinlay



Vacancy

## Maniototo Community Board

15 Pery Street, Ranfurly, Phone: 03 444 9170



Robert Hazlett (Chair)



Mark Harris (Deputy)



Stu Duncan



Duncan Helm



Sue Umbers

## Teviot Valley Community Board

120 Scotland Street, Roxburgh, Phone: 03 446 8105



Raymond Gunn (Chair)



Sally Feinerman (Deputy)



Cushla Browning (Aitchison)



Norman Dalley



Stephen Jeffery



## Vincent Community Board

1 Dunorling Street, Alexandra, Phone: 03 440 0056



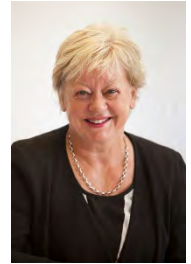
Martin McPherson (Chair)



Russell Garbutt (Deputy)



Dr Roger Browne



Lynley Claridge



Ian Cooney



Anna Robinson



Sharleen Stirling-Lindsay

# Executive Team

<b>Sanchia Jacobs</b> <b>Chief Executive Officer</b>	
	<ul style="list-style-type: none"> <li>• Governance</li> <li>• Strategy and Policy</li> <li>• Regional Identity</li> <li>• Community Development</li> </ul>
<ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Tourism and Visitor Centres</li> <li>• Communications</li> <li>• Emergency Management</li> </ul>	
<b>Leanne Macdonald</b> <b>Executive Manager – Corporate Services</b>	
	<ul style="list-style-type: none"> <li>• Accounting</li> <li>• Financial Planning and Reporting</li> <li>• Rating / Policy</li> <li>• Information Services</li> </ul>
<b>Louise Fleck</b> <b>Executive Manager – People and Culture</b>	
	<ul style="list-style-type: none"> <li>• Customer Services</li> <li>• Libraries</li> <li>• Health and Safety</li> <li>• People and Culture</li> </ul>
<b>Julie Muir</b> <b>Executive Manager – Infrastructure Services</b>	
	<ul style="list-style-type: none"> <li>• Roading</li> <li>• Water Services</li> <li>• Environmental Engineering</li> </ul>
<b>Louise van der Voort</b> <b>Executive Manager – Planning and Environment</b>	
	<ul style="list-style-type: none"> <li>• Planning</li> <li>• Building Control</li> <li>• Alcohol Licensing</li> <li>• Environmental Health</li> <li>• Dog Control and Registration</li> </ul>
<ul style="list-style-type: none"> <li>• Parks and Recreation</li> <li>• Cemeteries</li> <li>• Swimming Pools</li> <li>• Property and Community Facilities</li> <li>• Elderly Persons' Housing</li> <li>• Airports</li> </ul>	



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