

LONG TERM COUNCIL COMMUNITY PLAN 2009/19



Volume 2

Policies, Strategies and Governance Statement

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A. REVENUE AND FINANCING POLICY

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1. INTRODUCTION TO REVENUE AND FINANCING POLICY (RFP)

- 1.1 Council reviews its RFP every three years, in line with preparation of the Long Term Council Community Plan (LTCCP). This ensures that the two documents are complementary and enable Council to achieve its objectives effectively.
- 1.2 There are several sources of income available to Council to fund its activities, the major ones being:
 - rates and uniform charges
 - user fees and charges
 - sale of assets
 - borrowing
- 1.3 Council has decided that it will only borrow for capital purposes, not for its day to day operational expenses.
- 1.4 However, approved overspends during a financial year, greater than \$25,000, may be funded by internal loan.
- 1.5 Council extensively reviewed its balance between user pays and rating methods of raising income and is satisfied that this policy is fair and equitable in that balance.
- 1.6 Council also reviewed its decisions concerning whether a rate should be set and assessed at a community or district level.

It has decided as follows:

- an activity will be funded at community level unless there is an obvious district need and/or benefit from the activity
 - for an activity to be funded at the district level, the criteria are greater than just use by people of the district; they include:
 - a need for consistency and cohesiveness
 - efficiency and effectiveness
 - clear significant benefits at the district level rather than just to the local community
 - there is a network that everyone can access (such as roading)
- 1.7 When considering whether or not to fund an activity with fees and charges, Council feels this is appropriate when:
 - there is an obvious private benefit to a person, and/or
 - Council is supplying a specialist service, such as GIS maps or business/tourism/engineering advice
 - 1.8 Council is aware that the RFP may be seen as a tool to influence people's behaviour. Council has specifically adopted policies for solid waste and water services to do just that, to enable Council to better consider sustainability in provision of these services.

- 1.9 Whilst Council is appreciative of community initiatives which enhance Central Otago as a place to live, work and play it may, in future, require a feasibility study to be undertaken before a venture is started, which may at some time require Council funds, to ensure that the demands and benefits are fully assessed. This will ensure that Council, and hence ratepayers, are aware of potential costs to them at an earlier stage than has sometimes been the case in previous years.
- 1.10 Council has decided to continue setting and assessing the general rate on a land value basis.
- 1.11 If the cap of 30% for uniform charges is breached the excess will be set and assessed as a land value rate.
- 1.12 Sidebars throughout the document indicate changes in wording or actions.

2. REVENUE AND FINANCING POLICY COMPLIANCE

- 2.1 The RFP requirements are set out in a number of sections of the Local Government Act 2002. The information that follows summarises the approach taken by Council to meet these requirements.

Legislative Requirement	Manner of Compliance
<p>102(1) – A local authority must, in order to provide predictability and certainty about services and levels of funding, adopt the funding and financial policies described in subsection (4)</p>	<p>These are in the LTCCP and this document.</p>
<p>102(4) – A local authority must adopt ... (a) a revenue and financing policy ..</p>	<p>This RFP sets out Council's revenue and financing policy.</p>
<p>103 – (1) A policy adopted under section 102(4)(A) must state – (a) the local authority's policies in respect of the funding of operating expenses from the sources listed in subsection (2); and (b) the local authority's policies in respect of the funding of capital expenditure from the sources listed in subsection (2). (2) The sources referred to in subsection (1) are as follows: (a) general rates, including – (i) choice of valuation system; and (ii) differential rating; and (iii) uniform annual general charges. (b) targeted rates; (c) fees and charges; (d) interest and dividends from investments; (e) borrowing; (f) proceeds from asset sales; (g) development contributions; (h) financial contributions under the Resource Management Act 1991; (i) grants and subsidies; (j) any other source. (3) A policy adopted under section 102(4)(a) must also show how the local authority has, in relation to the sources of funding identified in the policy, complied with section 101(3).</p>	<p>See Part 3, paragraph 3.8 of this document.</p> <p>See Part 3, paragraph 3.7 of this document.</p>

Legislative Requirement	Manner of Compliance
<p>101(3) –</p> <p>3. The funding needs of the local authority must be met from those sources that the local authority determines to be appropriate, following consideration of, -</p> <p>(a) in relation to each activity to be funded, -</p> <p>(i) the community outcomes to which the activity primarily contributes; and</p> <p>(ii) the distribution of benefits between the community as a whole, any identifiable part of the community, and individuals; and</p> <p>(iii) the period in or over which those benefits are expected to occur; and</p> <p>(iv) the extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity; and</p> <p>(v) the costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities; and</p> <p>(b) 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.</p>	<p>The 3 step process followed in preparing this document complies with this section, ie.</p> <ul style="list-style-type: none"> • assess need for the activity • assess whether there is both public and private benefit • modify the funding if necessary <p>The impact on the well-being of the community is covered by the process above.</p>

Statement about Level of Compliance

- 2.2 Council has considered the purposes of the legislation, the significance of its funding decisions and the scale of its operations in determining the appropriate level of compliance with the legislation.
- 2.3 Judgements have been made at various stages of the process having regard, among other things, to Council's role of making appropriate funding decisions to reflect the goals of the district. Council has made judgements about fairness and equity, and about the extent to which any of the considerations for funding choices process are relevant to any particular function.
- 2.4 Council considers that given the circumstances surrounding the development of this RFP, it has made appropriate judgements regarding:
- The extent and detail of the information considered
 - The degree to which benefits and costs have been quantified
 - The extent to which different options have been considered
 - The extent and nature of the written record

3. GENERAL POLICIES RELATED TO REVENUE AND FINANCING POLICY

The following general policies apply to the RFP:

3.1 Revenue and Financing Policy Applies to Council Contribution

The RFP describes how ratepayer's share of funding for activities is determined. Some activities attract external subsidy (e.g. NZ Transport Agency roading subsidy). This RFP describes how Council funds the matching share, not the whole activity.

3.2 Revenue and Financing Policy Applies to Operational Funding

The RFP describes how operational costs will be funded. Operational costs are the cost of achieving existing service levels.

3.3 Revenue and Financing Policy and Intergenerational Equity

Operational expenditure is the cost of providing a service in a given year and includes depreciation on assets. RFP for activities involving cash funding of depreciated assets (e.g. water) therefore recognises intergenerational equity.

3.4 Review of Revenue and Financing Policy for Significant Change

Council will review its RFP for any activity in the event of a significant change in service delivery, nature and scope of service, or operational costs for that activity. (See Council's Policy on Significance.)

3.5 Investments shall be District or Ward Assets

Except where specifically prescribed otherwise as a condition of endowment, property investments vested in the Council will be regarded as district or ward assets and any revenues or costs arising from them will be revenues or costs of the district or ward as applicable. However, surplus funds are available for internal loans to any of the Boards or to Council.

3.6 Funding of Depreciation

3.6.1 Council is required to fund the economic use of its assets to match the cost of delivering its services to the appropriate revenue sources, in compliance with generally accepted accounting practice. Those who benefit from the use of an asset should contribute towards its cost.

3.6.2 Depreciation is defined as the measure of consumption of the economic benefits of an asset arising from its use. Funding of depreciation provides cash to pay for the renewal of the asset at the end of its useful life.

3.6.3 There are several circumstances whereby fully funding depreciation may result in ratepayers bearing a funding burden that is not entirely fair and equitable. For that reason Council has chosen to not fully fund depreciation on the following assets:

Molyneux Aquatic Centre and Alexandra Community Centre

These assets were largely funded by the Crown (from flood compensation) and public donations i.e. not ratepayer funding. Council takes the view that ratepayers would not be asked to fund replacements, therefore it would be inequitable for current ratepayers to build up a depreciation fund for future generations. Nevertheless, Council is funding depreciation of plant and machinery etc, as this will not last for the lifetime of the building and therefore on the grounds of intergenerational equity, a depreciation fund will be needed to replace them.

Small Community Halls

Council and the Community Boards believe that the district is over provided with such facilities. They are maintained, but there is no intention to improve or replace all of them. Therefore there is no need to fund depreciation on some of the facilities. However, where it is likely that a hall would be replaced, for example in Clyde, then depreciation on such halls is fully funded.

Cromwell Stormwater

As part of the Clyde Dam construction scheme, a reticulated stormwater system was built in Cromwell.

Cromwell Community Boards since then have consistently said that they do not intend to replace the system and therefore the depreciation is not funded. However, extensions to the system do have the depreciation funded as the capital is provided by ratepayers and, on the grounds of intergenerational equity, a depreciation fund is required for replacements.

Cromwell Swim Centre

As part of the Clyde Dam construction scheme, a Swim Centre was built in Cromwell. As the building was not funded by ratepayer money the Board decided not to fund depreciation on it.

It is, however, funding depreciation on plant and machinery etc, and is funding depreciation on the extension and upgrade, based on the proportion of Board funding.

Roading

Council does not fully fund depreciation on roading because it is continually maintained and renewed, and over 50% of the cost is contributed by NZ Transport Agency.

Council funds a proportion of the depreciation to an agreed formula.

Certain Recreation Facilities

Council will continually review facilities such as playground equipment to assess whether or not replacement will be funded by the community or by Council. If the former, depreciation will not be funded.

3.6.4 Whilst Council accepts the need to consider intergenerational equity when considering the funding of depreciation, it will review the effect on ratepayers of moving to fully funding increased depreciation flowing from revaluation of assets. It will consider each case individually, and may choose to not fully fund an increase at all, or not from rates, or to introduce it over time.

3.7 Funding of Capital Expenditure

Capital expenditure is generally funded by cash reserves, loan or depreciation expense that has been matched by rates or other revenue. However, NZ Transport Agency subsidy can be applied to routine capital expenditure such as road sealing.

Grants may also be received from other government agencies to assist with capital expenditure such as fire tankers and civil defence radios, and from community trusts for recreational facilities.

3.8 Sources of Funding

The following sources of funding are available to Council:

- (a) general rate – assessed on land value
- (b) differential rate – as set out throughout the document
- (c) uniform annual charges – to fund democracy, recreation policy, Lake Dunstan (Clutha Management) and a proportion of the roading rate
- (d) targeted rates – as set out throughout the document
- (e) fees and charges – as set out throughout the document
- (f) interest and dividends from investments – applied to reduce the rating requirement as appropriate
- (g) borrowing – Council only borrows externally to fund capital expenditure. It uses existing funds for internal borrowing, but when necessary external loans will be taken out
- (h) proceeds from asset sales – any such proceeds are utilised for asset replacement or to reduce the rating requirement
- (i) financial contributions under the Resource Management Act 1991 – used to fund required infrastructure
- (j) grants and subsidies – are used to reduce the rating requirement for the activity to which they relate
- (k) development contributions under the Local Government Act 2002 - used to fund required additional infrastructure from the developments that cause the additional need; these funds are ring fenced for the purpose for which they are levied

3.9 Use of Balances

Any balances relating to water, waste water, waste collection, waste disposal and elderly persons housing will be ring fenced and used for future expenditure relating to the relevant service.

4. REVENUE AND FINANCING POLICIES FOR EACH COUNCIL OUTPUT

4.1 Airports

4.1.1 This activity provides aerodromes in:

- Alexandra/Clyde
- Cromwell
- Roxburgh

4.1.2 It is engaged in because:

- the aerodromes were inherited in 1989 from the former local authorities which had established them. They had been built because of various needs, including the transportation of produce
- they provide recreational activities
- they are used by business and tourism visitors to the area, including a scheduled service between Dunedin, Alexandra and Queenstown
- the Alexandra/Clyde aerodrome is used on a weekly basis to transport hospital specialists from Dunedin to Dunstan Hospital

The activity therefore contributes to the following community outcomes:

- transport and communications
- maintain services in local communities
- recreation
- health
- economic development

Public/Private Benefit Assessment

4.1.3 *Public benefit* is mainly derived from:

- well-maintained aerodromes being available for use in emergencies
- aerodromes are a way for tourists and business people to arrive in Central Otago as an alternative to road journeys from commercial airports
- the potential longer term benefits of the aerodromes being further developed into national and/or international aircraft landing capability

4.1.4 *Private benefit* is derived from users of the aerodromes, particularly the operators of the commercial scheduled route between Dunedin, Alexandra and Queenstown.

4.1.5 *Private benefit* is also derived by aero clubs. These clubs currently undertake all maintenance of facilities at the aerodromes, except for the costs of grass mowing; this allows the rate take to be minimised.

4.1.6 There is therefore both public and private benefit derived from Council operating aerodromes.

Selection of Funding Tools

4.1.7 The funding tools are a district wide LV rate and landing fees.

Cost allocation and funding tools
Public Benefit LV rate Private Benefit Landing fees

Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
General district rate, based on LV	Differential NIL

Charging Policy Landing fees where appropriate and collectable.

4.1.8 Council believes that the aerodromes are assets to all residents of the district. Furthermore, it believes it has a public duty to keep them maintained in case they need to be developed further in the future.

4.2 Cemeteries

4.2.1 This activity provides:

- cemeteries throughout the district, except in the Roxburgh Ward
- maintenance of burial records
- maintenance of cemetery grounds
- burial of human remains
- interment of human ashes
- land for a crematory in Alexandra

4.2.2 It is engaged in because:

- it is a mandatory function for local authorities under the Burial and Cemeteries Act 1964 when sufficient provision of cemeteries is not undertaken by other groups

The activity therefore contributes to the following community outcomes:

- maintain services in local communities
- health
- heritage

Public/Private Benefit Assessment

4.2.3 *Public benefit* is mainly derived from:

- protected public health from the safe disposal of human remains
- the bequest value of maintaining cemeteries and cemetery records for future generations to remember their ancestors
- the tourism potential, from people researching their genealogy
- the maintenance of publicly available green space
- protection of the district's heritage

4.2.4 *Private benefit* is derived from a person being laid in their chosen final resting place. Family of the deceased is identifiable and therefore can pay for the use of a burial plot.

4.2.5 There is therefore both public and private benefit derived from Council operating cemeteries.

Selection of Funding Tools

4.2.6 The funding tools are user charges and a targeted rate, set by each ward.

Cost allocation and funding tools	
Public Benefit	Targeted rates, set by ward
Private Benefit	User charges

Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
Targeted rates, set by each ward	Differential NIL

Charging Policy Fees to be set by each ward; such fees to include an element for maintenance.

4.2.7 The use of targeted rates recognises that the public benefit is people-based. Rates will be assessed on a ward basis because of the discretion wards have in the level of provision of this activity.

4.2.8 The targeted rate will be assessed on each rating unit within a ward, using factor 6 in Schedule 2 and factor 7 in Schedule 3 of the Local Government (Rating) Act 2002. Rates will be assessed as a fixed amount.

4.3 Civil Defence and Emergency Management

4.3.1 This activity provides:

- civil defence planning
- recruitment, training and management of the volunteer network
- response to emergency events
- disaster recovery

4.3.2 It is engaged in because:

- provision of a civil defence and emergency management function is a mandatory activity for local authorities, under the Civil Defence Emergency Management Act 2002.

The activity therefore contributes to the following community outcomes:

- maintain services in local communities
- ease of doing business

Public/Private Benefit Assessment

4.3.3 Civil defence and emergency management activities are provided for the benefit of all people in a district, as any part of the district may be affected by an emergency event. The benefits are both people-based and property-based, as an emergency may be declared in response to threats to life or property.

4.3.4 Council assesses that this activity has a wholly public benefit.

Selection of Funding Tools

4.3.5 The funding tool is a CV rate, assessed over the whole district, with a differential for electricity generators.

Cost allocation and funding tools	
Public Benefit CV rate, across the district	
Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
CV rate, across the district CV rate – electricity generators	Differential See 4.9.1

4.3.6 A CV rate is deemed appropriate as it most accurately reflects the value of assets at risk in an emergency.

4.3.7 Electricity generators may receive a differential for any rates assessed by the Council on a CV basis. This is explained in paragraph 4.9.2.

4.4 Community Board Funded Roading

4.4.1 This activity provides:

- footpaths
- noxious weeds (roadside spraying)
- car parks
- corridor gardens and beautification
- amenity lighting
- vehicle crossings and access ways where deemed necessary
- utility management (ie management of utility services such as phone and power lines in Council road reserves)
- village caretakers

4.4.2 It is engaged in because:

- the provision of a safe, convenient and cost-effective footpath network in urban areas is essential for physical, economic and social wellbeing
- control of pest plants in the roading corridor is a mandatory activity for local authorities under the Biosecurity Act 1993
- provision of car parks promotes road safety

The activity therefore contributes to the following community outcomes:

- maintain services in local communities
- transport and communications
- safe community
- economic development
- ease of doing business

Public/Private Benefit Assessment

4.4.3 *Public benefit* is primarily derived from:

- a safer environment by having a well-maintained and clean urban footpath network
- increased physical safety from the existence of amenity street lighting
- an improved environment through the control of noxious weeds

4.4.4 *Private benefit* is mainly derived from car parking, vehicle crossings and utility management. Users/recipients can be readily identified and therefore they can pay for the services.

4.4.5 There is therefore both public and private benefit derived from Council providing Community Board funded roading.

4.4.6 However, Council believes a policy of free car parking assists its economic development strategy and therefore currently chooses not to fully fund private benefit from user charges. This will be kept under continued review, particularly in light of Council's Sustainability Strategy.

Selection of Funding Tools

- 4.4.7 The funding tools are user charges and LV rates, set by each ward, except for noxious plants, which is funded by a district wide LV rate and village caretakers funded by a targeted rate set by the relevant ward, assessed over the community of interest. For footpaths Boards may choose to set targeted rates for some or all footpath expenditure; ie. across the area of benefit rather than across the whole ward.

Cost allocation and funding tools
Public Benefit LV rate and targeted rates Private benefit User charges and fees

Rating Policy	
The cost recovery by way of rating tools is achieved by applying the following policy:	
Noxious plants: LV rate, district wide	Differential NIL
Other activities: (except village caretakers) LV rate, set by each ward *	NIL *
Village Caretakers Targeted rate, set by each ward	NIL

* Boards to decide

Charging Policy	
Vehicle Crossings	- Property owners make own arrangements with Council approved contractors
Utilities Management	- Council charges an inspection fee
Car Parking	- Free (but may be reviewed) - May introduce enforcement fines

The LV rates will be included in the ward services and district general rates. The targeted rate will be assessed on each rating unit within a ward, using factor 6 in Schedule 2 and factor 3 in Schedule 3 of the Local Government (Rating) Act 2002.

The LV rates for the Earnsclough Manuherikia ward will be set and assessed based on the Earnsclough and Manuherikia wards pre October 2007 (except for properties moved into the Alexandra ward).

4.5 Democracy

- 4.5.1 This activity provides for the governance of the district and includes:

- Payment of elected members
- Administrative costs of servicing Council, Committees and Community Boards
- Conduct of elections and by-elections for Council and Community Boards
- Community Planning

4.5.2 It is engaged in because:

- Governance processes are mandatory functions for local authorities under the Local Electoral Act 2001 and the Local Government Official Information and Meetings Act 1987
- Community planning assists Council to better understand desired community outcomes and priorities

The activity therefore contributes to all community outcomes.

Public/Private Benefit Assessment

4.5.3 *Public benefit* mainly derives from:

- all residents having an equal right to participate in democratic processes
- all residents benefiting from civil leadership
- expenditure being largely independent of the number of residents, and therefore the benefit is non-excludable

4.5.4 Council assesses that this activity has a wholly public benefit.

Selection of Funding Tools

4.5.5 The tools are a uniform annual charge for Council governance and community planning, and targeted rates for Board governance.

Cost allocation and funding tools	
Public Benefit Council democracy costs and community planning – Uniform Annual Charge Board democracy costs – targeted rates	
Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
Council and Community Planning costs: <ul style="list-style-type: none">• Uniform Annual Charge Board costs: <ul style="list-style-type: none">• targeted rate, set by each Board	Differential NIL NIL

4.5.6 The use of a targeted rate and uniform annual charge recognises that the public benefit is people-based.

4.5.7 The targeted rate will be assessed on each rating unit within a ward, using factor 6 in Schedule 2 and factor 7 in Schedule 3 of the Local Government (Rating) Act 2002. Rates will be assessed as a fixed amount.

4.6 District Development – Tourism and Economic Development

4.6.1 This activity provides:

- the marketing of the district to potential migrants and investors
- implementation of an economic development strategy
- encouragement and support to existing industry by addressing infrastructural and other constraints
- facilitation of development of new industry
- regional identity/branding/destination management
- Visitor Information Centres in Alexandra, Roxburgh, Ranfurly and Cromwell
- marketing of the district via Tourism Central Otago
- promotions in each of the Wards

4.6.2 It is engaged in because:

- Council has adopted a destination management approach to tourism and future development of the district to assure the current and future well-being of the community
- Council needs to be able to assist the community to achieve its outcomes and priorities now and in the future
- the high level of growth which Central Otago continues to enjoy must be actively dealt with

The activity therefore contributes to the following community outcomes:

- economic development
- skills development
- tourism
- managing development impacts on landscape and natural ecosystems
- maintain services in local communities
- recreation
- heritage

Public/Private Benefit Assessment

4.6.3 *Public benefit* is mainly derived from:

- creation of employment opportunities
- general area upgrade and beautification
- increased tourism, so increased facilities
- heightened feel good factor
- better community infrastructure
- growing personal and community wealth

4.6.4 *Private benefit* is generally enjoyed by all, but tourism is of particular benefit to operators and tourists.

4.6.5 There is therefore both public and private benefit derived from Council undertaking district development activities.

Selection of Funding Tools

4.6.6 Economic Development

Cost allocation and funding tools	
Public Benefit CV rate, district wide	
Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
CV, district wide	Differential
CV, district wide electricity providers	See 4.9.1

Tourism

Cost allocation and funding tools	
Public Benefit VIC and TCO CV, differentiated, district wide Promotions and Events CV, differentiated, ward basis	
Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
VIC and TCO: CV rate, assessed over the district <ul style="list-style-type: none"> • commercial • accommodation • residential • rural • utilities • small dams • electricity generators 	Differential See Annex 3 See 4.9.1
Promotions and Events: CV rate, assessed by ward ** <ul style="list-style-type: none"> • residential • rural • utilities • other • electricity generators 	See Annex 3 See 4.9.1

** Set by each Community Board

Regional Identity

Cost allocation and funding tools	
Public benefit LV rate, district wide	
Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
LV, district wide	Differential NIL

- 4.6.7 CV rates are deemed appropriate because capital value best represents businesses and economic activity, and the activities largely benefit property ownership.
- 4.6.8 Differentials will be applied using factors 1 and 6 of Schedule 2 of the Local Government (Rating) Act 2002.
- 4.6.9 An LV rate for regional identity is appropriate because it is deemed that the service is of general benefit and is therefore to be included within the district's general rate.

4.7 Dog Control and Registration

4.7.1 This activity provides:

- dog registration
- dog pounds
- dog control
- response to complaints about dogs barking, wandering or acting in a dangerous manner

4.7.2 It is engaged in because:

- control of dogs is a mandatory activity for local authorities under the Dog Control Act 1996
- dog registration is a service that benefits dog owners by allowing legal ownership of dogs and enabling impounded dogs to be traced to their owners

The activity therefore contributes to the following community outcomes:

- health
- sustainable environment that provides a good quality of life

4.7.3 Registration of dogs is contracted out to Central Vets Limited. Dog control is managed by the Council but the activity is undertaken by contractors.

Public/Private Benefit Assessment

4.7.4 *Public benefit* is derived from:

- Increased safety of the public from the keeping of dogs under control

4.7.5 *Private benefit* is mainly derived from:

- registration allowing legal ownership of dogs
- registration allowing impounded dogs to be returned to their owners

Owners can be identified and can therefore pay for their use of the services.

4.7.6 There is therefore both public and private benefit derived from Council operating dog control and registration.

4.7.7 However, Council feels on the grounds of fairness and equity, that the costs of controlling the negative effects of the actions or inactions of dog owners should be borne by those owners ie potential “exacerbators”, and therefore chooses to fully fund the activity via user pays.

Selection of Funding Tools

4.7.8 The funding tools are user charges, topped up as necessary by a Reserve Fund.

Cost allocation and funding tools
Private Benefit User charges
Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:
No rating for dog control and registration

Charging Policy	Differential
Dog Registration: <ul style="list-style-type: none"> • working dogs • non working dogs Dog Control - fines	See Annex 3

4.8 Elderly Persons Housing

4.8.1 This activity provides elderly persons rental accommodation in:

- Alexandra
- Clyde
- Cromwell
- Ranfurly
- Roxburgh

4.8.2 It is provided because:

- community housing ownership is a discretionary function of local authorities under the Local Government Act 2002

The activity therefore contributes to the following community outcomes:

- housing
- health

4.8.3 Therefore Council has adopted the following policy:

- new residential accommodation may be purchased or built, subject to identified need
- the existing stock will continue to be owned by Council
- accommodation will be available to elderly persons or, if the accommodation cannot be filled with elderly persons, any other suitable person who may rent it, on a short-term basis
- rents charged will be in line with appropriate rentals for elderly persons' accommodation. Existing tenants will move to these rentals over time, with the increase not exceeding \$6 per week each year
- if an alternative provider guaranteed the same level of service, Council would consider transferring some or all of its residential accommodation to that provider
- any balances on the account will be ring fenced

Public/Private Benefit Assessment

4.8.4 *Private benefit* is derived by the individual living in the accommodation. Such individuals are readily identifiable and can therefore be charged for the use of the accommodation.

4.8.5 *Public benefit* is a social benefit, in that the community takes comfort from the desire of the Council to assist elderly persons.

4.8.6 There is therefore both public and private benefit derived from Council providing elderly persons housing.

Selection of Funding Tools

4.8.7 The funding tools are rents and a district wide general rate, based on LV.

Cost allocation and funding tools
Public Benefit LV district general rate
Private Benefit Market rents

Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
General district rate, based on LV	Differential NIL

4.8.9 The rate is assessed across the district rather than on a ward basis because the service is provided on a district wide basis.

4.9 Electricity Generators

4.9.1 The larger dams contribute about 10% of the capital value of the district. If a differential were not applied, they would contribute an inequitable level of the rate take of the district. Therefore Council will apply a differential to remove this inequity. The differential will ensure that the hydro dams contribution each year reflects the overall movement in all rates.

4.9.2 The differential will be applied using factor 1 of Schedule 2 of the Local Government (Rating) Act 2002.

4.9.3 If wind farms are set up in the district, Council may need to introduce a differential to maintain equity.

4.10 Environmental Health and Building

4.10.1 This activity provides:

- health registrations and inspection of food premises
- monitoring of water supplies
- monitoring of notification of notifiable diseases
- administration of the Building Act and Code
- inspection of new plumbing and drainage
- Property Information Memorandum Service (PIMS)
- liquor licensing
- dangerous goods
- miscellaneous licensing and bylaws – hawkers, hairdressers, prostitutes, camping grounds, funeral parlours and amusement devices
- gambling policy

4.10.2 It is engaged in because:

- provision of the services is mandatory for local authorities under various Acts and Regulations, including the Building Act 2004 and Sale of Liquor Act 1989.

The activity therefore contributes to the following community outcomes:

- health
- ease of doing business
- housing
- tourism
- air

Public/Private Benefit Assessment

4.10.3 *Public benefit* is mainly derived from the protection of public health by ensuring premises, water etc are safe.

4.10.4 *Private benefit* is derived from:

- the recipients of various licences
- owners of properties which are confirmed to be safe

The recipients of private benefit are readily identifiable and are therefore charged for the services received.

4.10.5 There is therefore both public and private benefit derived from Council undertaking environmental health and building activities.

Selection of Funding Tools

4.10.6 The funding tools are fees for services and a district wide CV rate.

Cost allocation and funding tools
Public Benefit CV rate, district wide
Private Benefit Fees per service

Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
CV, district wide	Differential
CV, district wide – electricity generators	See para 4.9.1

4.10.7 A CV rate is deemed appropriate as it most accurately reflects business activity.

4.11 Facilities

4.11.1 This activity provides:

- halls
- pavilions
- theatres
- museums
- museum services

4.11.2 It is engaged in because:

- the facilities provide venues for community activities
- good facilities attract tourists to the area for specific events
- cultural centres such as museums and theatres enrich the community

The activity therefore contributes to the following community outcomes:

- arts and culture
- tourism
- education
- recreation
- heritage

Public/Private Benefit Assessment

- 4.11.3 *Public benefit* mainly derives from the ability to enjoy community activities near where people reside.
- 4.11.4 *Private benefit* mainly derives from people's choice to attend events or not. Users can be identified and therefore charged for their use of the facilities.
- 4.11.5 There is therefore both public and private benefit derived from Council providing facilities.
- 4.11.6 Council believes there should be equal access for all users of facilities, especially as many users are children and persons on fixed incomes. Additionally, inappropriately high levels of user charging may decrease usage whilst costs would remain constant.

Selection of Funding Tools

- 4.11.7 The funding tools are targeted rates set by each ward, and user charges. However, if Council believes that any facility or service in para 4.11.1 should be funded as a district facility or service because of the criteria in paragraph 1.6 of this policy, the funding tool for that facility or service will be a uniform annual charge.

Cost allocation and funding tools	
Public Benefit Targeted rates, set by each ward <i>Uniform annual charge if appropriate</i>	
Private Benefit User charges	
Rating Policy	
The cost recovery by way of rating tools is achieved by applying the following policy:	
Targeted rates, set by each ward <i>Uniform annual charge if appropriate</i>	Differential NIL

- 4.11.8 The use of targeted rates or uniform annual charge recognises that the public benefit is people-based.
- 4.11.9 The targeted rate will be assessed on each rating unit within a ward, using factor 6 in Schedule 2 of the Local Government (Rating) Act 2002 and factor 7 of Schedule 3 to the Act. Rates will be assessed as a fixed amount.
- 4.11.10 In the Vincent Community Board area, the targeted rates will be set as follows:
- Molyneux Stadium will be rated for in 3 bands across all wards. Halls in Earnsclough Manuherikia will be rated for across the whole ward; Community Centre, Plunket rooms etc will be rated for across Alexandra ward.

4.12 Forestry

4.12.1 This activity provides ownership of forests in:

- Alexandra
- Cromwell
- Maniototo
- Roxburgh
- Jointly with Queenstown Lakes District Council

4.12.2 It is engaged in because:

- it is seen as an investment in the future which will provide a payout/dividend at time of clear felling
- it provides and enhances recreation areas for people to enjoy
- it provides land stability, which has traditionally been a problem around Alexandra and Cromwell

The activity therefore contributes to the following community outcomes:

- recreation
- managing development impacts on landscape and natural ecosystems

4.12.3 Council policy is to continue the operation of forestry only:

- when there is a strategic reason for so doing; or
- it is on endowment land and Council is legally required to keep it

Council will divest itself of other forestry holdings at a time to ensure ratepayers receive maximum benefit from the divestment.

Public/Private Benefit Assessment

4.12.4 *Public benefit* is derived from:

- the environmental and recreational aspects of forestry

4.12.5 *Private benefit* is derived by the purchaser of the timber. Purchasers are readily identified and so can be charged for the timber.

4.12.6 There is therefore both public and private benefit derived from Council owned forestry.

4.12.7 However Council seeks to obtain maximum value for timber sold, with the aim of recovering costs plus some return on invested capital, regardless of any ancillary public benefit, and therefore chooses not to raise rates for the activity.

Selection of Funding Tools

4.12.8 The funding tool is sale of timber via tender or competitive quotes.

Cost allocation and funding tools
Private benefit Sale, via tender/quotes
Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:
No rating for forestry
Charging Policy Sale by seeking tenders or competitive quotes

4.13 Grants

4.13.1 This activity provides financial assistance to community groups undertaking activities that are considered to benefit the community generally. Assistance is provided by:

- grants, and/or
- waiver of fees and charges

4.13.2 It is engaged in because:

- Council and Community Boards acknowledge service to the community by community groups and wish to recognise this by providing financial support

The activity therefore contributes to the following community outcomes:

- arts and culture
- recreation
- maintain services in local communities

Public/Private Benefit Assessment

4.13.3 *Public benefit* mainly derives from the services or assets provided for the community by the grant aided community groups. It is not possible to identify benefactors from these services as usually the whole community generally benefits.

4.13.4 Council assesses that this activity has a wholly public benefit.

Selection of Funding Tools

4.13.5 The funding tools are a district wide LV rate for district grants and LV rates set by each ward for ward grants.

Cost allocation and funding tools	
Public Benefit LV rates	
Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
	Differential
District grants <ul style="list-style-type: none">• general rate, LV based	NIL
Community Board Grants: <ul style="list-style-type: none">• services rate, LV based, set by each ward	NIL *

* For the Vincent Community Board, grants to Central Stories will be set and assessed across the Alexandra ward only.

4.14 Lake Dunstan (Clutha Management)

4.14.1 This activity provides:

- harbourmaster functions
- jetties
- other leisure facilities on the river and Lake Dunstan
- monitoring of intrusive weeds

4.14.2 It is engaged in because:

- provision of leisure facilities is a discretionary function for local authorities under the Local Government Act 2002.

The activity therefore contributes to the following community outcomes:

- health
- recreation

Public/Private Benefit Assessment

4.14.3 *Public benefit* is mainly derived from

- safety for the boating public through education
- promotion of a healthy lifestyle
- provision of a safe environment for swimming

4.14.4 Council assesses that this activity has a wholly public benefit.

Selection of Funding Tools

4.14.5 The funding tool is a targeted rate assessed across all wards except Maniototo.

Cost allocation and funding tools
Public Benefit Targeted rate

Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
Targeted rate	Differential
• Maniototo	0
• Rest of district	1

4.14.6 The targeted rate will be raised as a fixed amount, set under factor 6 of Schedule 2 and factor 7 of Schedule 3 of the Local Government (Rating) Act 2002.

4.14.7 Maniototo is excluded from the rate because the Clutha River does not run through the ward.

4.15 Libraries

4.15.1 This activity provides library services in:

- Alexandra
- Clyde
- Cromwell
- Ranfurly
- Roxburgh
- Millers Flat
- Omakau

4.15.2 It is engaged in because:

- libraries provide educational, social, cultural and recreational benefits
- libraries are centres for the storage and accessing of cultural and local heritage

The activity therefore contributes to the following community outcomes:

- skills development
- education
- recreation
- heritage
- arts and culture
- maintain services in local communities

4.15.3 Currently the Council owns and operates all the libraries in paragraph 4.115 except for Ranfurly, Millers Flat and Omakau; these are operated in conjunction with the relevant school libraries.

4.15.4 To ensure provision of a quality library service, the Council and Queenstown Lakes District Council combined their provision of library services in 2001.

Public/Private Benefit Assessment

4.15.5 *Public benefit* is mainly derived from:

- The contribution of a library to a well-informed and literate community
- Presentation of collections of local significance
- Sense of pride and well-being

4.15.6 *Private benefit* is derived by people borrowing books, CD's etc from a library. They can be readily identified and so pay for their use of the facilities.

4.15.7 It is also appropriate that people who do not return items on time should be penalised, ie. exacerbator pays.

4.15.8 Council believes the private benefit is high, but feels that there should be equal access for all users of libraries, especially as many users are children who would not be able to afford a high level of user fees. Inappropriate user charging may decrease the number of users whilst costs remain constant.

4.15.9 Council therefore assesses libraries as providing both public and private benefit, and aims to continue funding around 10% of library costs from fees and charges.

Selection of Funding Tools

4.15.10 The funding tools are user charges and a targeted rate.

Cost allocation and funding tools
Public Benefit Targeted rate Private Benefit Fees, fines and charges

Rating Policy	
The cost recovery by way of rating tools is achieved by applying the following policy:	
Targeted rate on all rating units <ul style="list-style-type: none"> • Maniototo • Rest of district 	Differential 0.6 1

* Differential to recognise the agreement between Council and Maniototo Area School; will be reassessed each year.

Charging Policy
Fees, fines and charges

4.15.11 The targeted rate will be raised as a fixed amount, set under factor 6 of Schedule 2 and factor 7 of Schedule 3 of the Local Government (Rating) Act 2002 and the differential will be based on factor 5 of Schedule 2.

4.15.12 Council is actively considering alternative revenue streams to fees for fiction.

4.16 Other Property

4.16.1 This activity provides:

- administration buildings
- general property
- commercial property
- endowment land
- farms
- Medical Centre in Cromwell
- Resource Centre in Cromwell, including extensions

4.16.2 It is engaged in because:

- commercial and operational property ownership is a discretionary function of local authorities under the Local Government Act 2002
- Council receives endowment land
- the Medical Centre in Cromwell meets a community expectation for provision of health services

The activity therefore contributes to the following community outcomes:

- ease of doing business
- health
- economic development
- skills development

4.16.3 It is Council policy to continue with property required only for:

- core business
- endowment property
- strategic purposes
- investment

Other properties are being divested as appropriate.

4.16.4 “Strategic Purposes” in relation to property means any retention or purchase of land or buildings which contribute to any or all of the following:

- improving or maintaining the well-being of the community
- influencing developments in the district to ensure they are sympathetic both to the Central Otago brand and the long term plans of Council and the community
- maintenance and enhancement of the district’s character
- securing for future generations the nature that is Central Otago
- prevention of the loss of agrarian facilities
- preservation of heritage property, either land or buildings
- provision, or potential for provision, of an economic financial contribution to the district

4.16.5 Council wishes to continue providing administration services in Cromwell, Ranfurly and Roxburgh as well as in Alexandra and will therefore continue to operate Service Centres there.

4.16.6 Endowment property will be used:

- in a manner consistent with the conditions of the endowment; and
- to obtain the best long term benefit for all ratepayers in the district

4.16.7 Investment properties will be retained as long as they provide a positive rate of return.

Public/Private Benefit Assessment

4.16.8 The primary benefit from commercial property is the use of the property by tenants, which is a private benefit. Users can be identified and therefore pay for their use of the property.

4.16.9 Council assesses that this activity has a wholly private benefit.

However Council needs to partly fund the service from rates because:

- not all property is tenanted all the time
- charging above market rental would be inequitable

4.16.10 Costs associated with administration buildings are recharged to services via overheads (see paragraph 4.17).

Selection of Funding Tools

4.16.11 The funding tools are rentals and LV rates, on a ward basis.

Cost allocation and funding tools	
Public Benefit	LV rates, on a ward basis
Private Benefit	Rentals

Rating Policy	
The cost recovery by way of rating tools is achieved by applying the following policy:	
LV rate, set by each ward	Differential NIL

Charging Policy
Rentals reviewed regularly

The rate will be included in the ward services rate.

4.17 Overheads

4.17.1 This activity provides:

- Chief Executive's functions
- Finance, computing and rating functions
- Service centres
- Administrative functions
- Customer services
- Agency functions, such as petroleum tax administration

4.17.2 It is engaged in to:

- Allow the smooth running of Council's governance, statutory and discretionary functions

The activity therefore supports all community outcomes and priorities.

Public/Private Benefit Assessment

4.17.3 *Public benefit* is mainly derived from the efficient running of the local authority. The good is derived equally by all residents and it is impossible to assess the good on an individual basis.

4.17.4 *Private benefit* is mainly derived from residents requesting information for which the Council may legally charge. Users are readily identifiable and therefore may be charged for their use of the services.

4.17.5 Council assesses that this activity has both public and private benefit.

Selection of Funding Tools

4.17.6 The funding tools are user charges and allocation of costs to functions based on expenditure or staff time charged; this is then funded by the appropriate funding tool used for each function.

4.18 Parks and Reserves

4.18.1 This activity provides:

- parks
- sports fields/courts
- reserves including green areas and walkways
- playgrounds
- public gardens
- dog exercise areas

4.18.2 It is engaged in because:

- provision of leisure facilities is a discretionary activity for local authorities under the Local Government Act 2002
- administration of reserves is a mandatory activity for local authorities under the Reserves Act 1977

The activity therefore contributes to the following community outcomes:

- managing development impacts on landscape and natural ecosystems
- recreation
- health
- tourism

Public/Private Benefit Assessment

4.18.3 *Public benefit* is mainly derived from:

- the health benefits of green space
- additional users create few extra costs
- a sense of public pride in parks and reserves which add to the area's attraction as a tourism venue

4.18.4 *Private benefit* is derived by users of sports fields and courts. Users can be readily identified and therefore charged for their use of the facilities.

4.18.5 Council assesses that this activity has both public and private benefit.

Selection of Funding Tools

4.18.6 The funding tools are targeted rates set by each ward and user charges for use of sports fields and courts.

Cost allocation and funding tools
Public Benefit Targeted rates, set by each ward
Private Benefit User charges

Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
Targeted rates, set by each ward *	Differential See Annex 3

- * For Vincent Board:
- Molyneux Park rate will be set and assessed across the whole Board based on distance from Alexandra, in 3 bands
 - Other parks and reserves will be rated across the wards in appropriate bands.

4.18.7 The use of targeted rates recognises that the public benefit is people-based. Rates will be assessed on a ward basis because of the discretion wards have in the level of provision of this activity.

4.18.8 The targeted rate will be assessed on each rating unit within a ward, using factor 6 in Schedule 2 and factor 7 in Schedule 3 of the Local Government (Rating) Act 2002. Rates will be assessed as a fixed amount.

4.19 Public Toilets

4.19.1 This activity provides for the operation and maintenance of public toilets around the district, including Council owned public toilets at Lake Dunstan.

4.19.2 It is engaged in because:

- it promotes health and hygiene in busy areas
- good facilities attract tourists, which in turn aids the economic development of the district
- public toilet provision contributes to the promotion of a clean environment
- there are very few public toilets provided by alternative providers

The activity therefore contributes to the following community outcomes:

- health
- tourism
- economic development
- maintain services in local communities

Public/Private Benefit Assessment

4.19.3 *Public benefit* is mainly derived from:

- promotion of health and hygiene
- a cleaner environment
- increased visitors, assisting in the economic development of the district

4.19.4 *Private benefit* is mainly derived by users of the facilities. Unless payment mechanisms are placed on all WC's, or toilets are staffed 24 hours a day, it is not possible to identify users; it would be uneconomical and impractical to do either.

Private benefit is also gained by tour operators, cafes and shops. It is impossible to assess such benefit on an individual basis.

4.19.5 Although there is private benefit, Council chooses to fully fund from rates because:

- there should be equal access to public toilets for all users
- the promotion of health and hygiene is very important
- provision of good quality public toilets assists in the attraction of visitors to the district, and the economic benefits of this are enjoyed by all residents
- it would not be cost effective to try and user charge public toilets

Selection of Funding Tools

4.19.6 Council has adopted a Public Toilet Strategy which defines public toilets for different categories. Depending on the category, toilets will be funded either on a district wide basis or by the ward in which the toilet is situated.

The funding tool is a LV rate district wide for district funded toilets, and a L V rate across the relevant ward for ward funded toilets. Council considered funding via Uniform Annual Charge, but this would lead to a breach of the 30% cap set out in section 21 of the Local Government (Rating) Act 2002.

Cost allocation and funding tools	
Public Benefit LV rate (District or ward as appropriate)	
Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
General district rate, based on LV OR Included in ward services rate	Differential NIL NIL

4.20 Recreation Reserve Committees

4.20.1 This activity provides:

- local reserve areas, which are managed by Recreation Reserve Committees (RRCs)

4.20.2 It is engaged in because:

- administration of reserves is a mandatory activity for local authorities under the Reserves Act 1977
- use of RRCs is discretionary and reflects an opportunity to represent local interest in recreation activities, with reserve assets being operated to meet a community's needs and wishes
- recreation reserve areas provide sites for cultural, social and recreational pursuits
- many reserves provide services which attract tourists to the area, such as campers at Clyde and Omakau

The activity therefore contributes to the following community outcomes:

- recreation
- health
- tourism
- maintain essential services in communities

Public/Private Benefit Assessment

4.20.3 *Public benefit* mainly derives from:

- the health benefits of green space
- additional users create few extra costs
- a sense of public pride in parks and reserves which add to the area's attraction as a tourism venue

4.20.4 *Private benefit* mainly derives from users of facilities such as camping grounds and farming activities. These users can be identified and therefore pay for their use of facilities.

4.20.5 Although Council assesses this service as having public and private benefit, it chooses to fund from rates only if necessary, as it has delegated the activity and funding responsibility to the RRCs. A small rate requirement is still needed for some of the RRCs, but it is Council's intention to work with these RRCs to reduce the rate requirement to zero.

Selection of Funding Tools

4.20.6 The funding tools are user charges and a LV rate, on a ward basis.

Cost allocation and funding tools	
Public Benefit LV rate, ward basis	
Private Benefit User charges	
Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
LV rate, set by each ward	Differential NIL

The rate will be included in the ward services rate.

4.21 Resource Management

4.21.1 This activity allows the controlled development of the district and protection of the natural environment. A variety of services are provided, including:

- subdivision consents
- land use consents
- District Plan
- LIMs (Land Information Memoranda)

4.21.2 It is engaged in because:

- provision of these activities is mandatory for local authorities under the Resource Management Act 1991

The activity contributes to the following community outcomes:

- managing development impacts on landscapes and natural ecosystems
- heritage
- economic development
- ease of doing business
- air
- Maori

Public/Private Benefit Assessment

4.21.3 This activity has three elements, being policy, consent issue and monitoring. The percentage of the rate ascribable to each will vary from year to year.

4.21.4 *Public benefit* is mainly derived from:

- protection from adverse environmental, cultural and social effects
- protection of public health and safety
- sensitive use of zoning
- control over development of new infrastructure

4.21.5 *Private benefit* is received by developers and other recipients of the various services. Recipients are readily identifiable and therefore pay for consents, designations and plan changes.

4.21.6 Council assesses that this activity has both public and private benefit. In a time of growth Council wishes to retain the flexibility of income from fees and charges rather than the rigidity of income from rates, which allows Council to adjust staffing levels to accommodate demand for services.

Selection of Funding Tools

4.21.7 The funding tools are fees for services plus a district wide CV rate. The fees are user pays for consents and exacerbator pays for monitoring.

Cost allocation and funding tools	
Public Benefit CV rate, district wide	
Private Benefit Fees per service *	

Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
CV, district wide CV, district wide – electricity generators	Differential See para 4.9.1

- * Council waives resource consent fees for resource consents which are required for heritage items on activities in a heritage precinct which require consent because of the rules relating to heritage values, and resource consent fees with respect to Significant Natural Area (SNA) values where a resource consent is required purely because consent is required in terms of Rule 3.7.6k of the amended Proposed District Plan.

This waiver is additional to waivers available via the District Plan, policies 11.3.4 and 14.4.4.

4.21.8 A CV rate is deemed appropriate as it has the closest logical relationship to business activity and overall wealth.

4.22 Roding (Carriageway Maintenance)

4.22.1 This activity provides:

- bridge provision and maintenance
- maintenance and renewal of the roading network
- roadmarking
- sign posting
- street lighting
- accident studies
- rural numbering
- the services of a Road Safety Co-ordinator
- street cleaning

4.22.2 It is engaged in because:

- control of district roading is a discretionary function for local authorities under the Local Government Act 2002.

The activity therefore contributes to the following community outcomes:

- maintain services in local communities
- tourism
- transport and communications
- economic development
- recreation

Public/Private Benefit Assessment

4.22.3 *Public benefit* is derived mainly from access to the roading network.

4.22.4 *Private benefit* is derived by users of the roading network. Expenditure on roading is related to the number of users, which suggests user charging should be considered.

4.22.5 Whilst Council assesses the bulk of the benefit is private, it also acknowledges that:

- a safe environment is important and should be recognised as public benefit

- access to the roading network assists in the prosperity of an area ie the ability to take goods away for sale and receive needed goods is important. It is not possible to quantify this benefit on an individual basis
- there are no legal mechanisms currently available to local authorities to directly charge users of roading

4.22.6 NZ Transport Agency contributes about 50% towards Council's roading activities. This contribution arises from fuel taxes etc, and so hence effectively represents, as closely as possible, user charging for private benefit. The balance of costs are funded from rates.

4.22.7 To ensure Council achieves best value for money, it intends to undertake the bulk of seal extensions every three years; it will, however, equalise the rate take over the three years, rather than all in year 1 and nothing in years 2 and 3.

Selection of Funding Tools

4.22.8 The funding tools are a district wide uniform annual charge, a district wide LV rate and government subsidy.

Cost allocation and funding tools
Public Benefit LV rate and uniform annual charge Private Benefit NZ Transport Agency subsidy

Rating Policy		
The cost recovery by way of rating tools is achieved by applying the following policy:		
Uniform annual charge General district rate, based on LV	\$60 Balance	Differential * and para 4.9.1

* Relating to small dams, and will be around 1% of the total roading rate. This differential ensures a fair and equitable contribution to the roading rate from such dams. Factor 1, Schedule 2 of the Local Government (Rating) Act 2002 applies.

4.23 Rural Fire

4.23.1 This activity provides for the operation of rural fire and includes:

- rural fire planning
- recruitment, training and management of the volunteer network
- operation and maintenance of the rural fire fleet, plant and equipment
- response to fire events

4.23.2 It is engaged in because:

- rural fire is a mandatory function for local authorities under the Forest and Rural Fires Act 1977

The activity contributes to the following community outcomes:

- maintain services in local communities
- air

Public/Private Benefit Assessment

4.23.3 *Public benefit* is mainly derived from:

- environmental protection
- protection of life, property, heritage

4.23.4 Council assesses that this activity has a wholly public benefit.

4.23.5 Costs associated with rural fire policy and management are largely independent of numbers of persons benefiting.

4.23.6 Persons who obtain fire permits are readily identifiable as users. However, legislation does not allow users to be charged for fire permits.

4.23.7 When investigations indicate that a fire was started deliberately or by a person acting inadvisably, Council always seeks to recover costs associated with the suppression of the fire.

Selection of Funding Tools

4.23.8 The funding tool is a district wide CV rate, with cost recovery from exacerbators as appropriate.

Cost allocation and funding tools
Public Benefit CV rate

Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
CV rate, district wide	Differential NIL
CV rate, district wide – electricity generators	See para 4.9.1

Charging Policy For fire suppression, due to the deliberate or knowing actions or inactions of individuals or groups – Council will seek to reclaim all expenses involved in dealing with the incident
--

4.23.9 Council considers the rate should be assessed on capital value because it relates to property improvements as well as land. It is property improvements that are protected by a rural fire service, hence the use of a capital value rate.

4.24 Solid Waste Management

4.24.1 This activity provides:

- collection of domestic and commercial refuse
- litter bins
- provision, management and closure of landfills
- provision of transfer stations for disposal of solid waste
- provision of hazardous waste facilities [not currently provided locally]
- monitoring of landfill sites and transfer stations

- support for, and implementation of, Council's Solid Waste Minimisation Strategy

4.24.2 It is engaged in because:

- kerbside collection of solid waste is a discretionary activity for local authorities under the Local Government Act 2002
- disposal of solid waste is a discretionary activity for local authorities under the Local Government Act 2002
- development of a Regional Waste Strategy is a mandatory activity for Regional Councils; local authorities then develop a local waste strategy to support the goals of the regional strategy

The activity therefore contributes to the following community outcomes:

- waste minimisation
- health
- tourism
- economic development
- maintain services in local communities

Public/Private Benefit Assessment

4.24.3 *Public benefit* is mainly derived from:

- Safeguarding of the environment by encouraging reduction in, and safe disposal of, waste
- aesthetic effect of litter bins reducing rubbish deposited in town streets
- increased likelihood of tourism because of lack of litter in towns and rubbish in rural areas
- monitoring of landfill sites prevents ecological disasters and preserves the environment for future generations
- a Solid Waste Minimisation Strategy which is socially, culturally and environmentally friendly
- sustainability of the environment and earth's resources no longer being a 'nice to do' but 'a must do'

4.24.4 *Private benefit* is mainly derived from:

- kerbside collection of refuse. Users are readily identifiable and can therefore be charged for use of the service
- users of transfer stations. Users are readily identifiable and can therefore be charged for use of the service

4.24.5 Council assesses that this activity has both public and private benefit. Whilst the main benefit is public rather than private, Council intends to use fees and charges for an increasing proportion of expenditure as it endeavours to fulfil its Solid Waste Minimisation Strategy.

Selection of Funding Tools

4.24.6 The funding tools are user charges and a district wide targeted rate.

Cost allocation and funding tools
Public Benefit Targeted rates, district wide Private Benefit User charges

Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
Targeted rate: <ul style="list-style-type: none"> • people not in a refuse collection scheme • people in rating units which have more than one wheelie bin 	Differential No charge for refuse collection See Annex 3

Charging Policy As set out in the Fees and Charges Schedule for each Annual Plan
--

4.24.7 The targeted rate will be assessed using factor 5 of Schedule 2 and factors 7 and 8, Schedule 3 of the Local Government (Rating) Act 2002. It will be assessed as a fixed amount. A targeted rate is deemed appropriate as waste management is a people-based activity.

4.25 Stormwater

4.25.1 This activity provides for the collection and disposal of urban stormwater.

4.25.2 It is engaged in because:

- it protects public health and safety by draining away water
- it ensures disposal to appropriate disposal areas
- the reticulation system in Cromwell was built at the time when Clyde Dam was constructed

The activity therefore contributes to the following community outcomes:

- health
- transport and communications

Public/Private Benefit Assessment

4.25.3 *Public benefit* is mainly derived by the provision of a healthier environment.

4.25.4 *Private benefit* is derived by ratepayers connected to the schemes.

4.25.5 Although Council assesses that this activity has both public and private benefit, Council will fund this service fully from rates because it is not possible to identify the exact benefit to each property.

Selection of Funding Tools

4.25.6 The funding tool is a land value (LV) rate assessed on all urban rating units, on a ward by ward basis.

Cost allocation and funding tools
Public benefit LV rate

Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
LV rate, set by ward - urban LV rate, set by ward – rural	Differential See below

4.25.7 A LV rate recognises the effect of the service on property values, and more fairly represents the size of the property being serviced than any other available method.

4.25.8 Rural properties greater than 2 hectares will not be assessed for this rate as they do not receive the service. This differential is based on factors 4 and 6, Schedule 2 of the Local Government (Rating) Act 2002.

4.26 Swimming Facilities

4.26.1 This activity provides swimming facilities in:

- Alexandra
- Cromwell
- Roxburgh
- Ranfurly
- Millers Flat
- Naseby
- Ophir
- Clyde

4.26.2 This activity is engaged in because:

- Council believes it has a role to ensure cost effective access to swimming facilities
- the ability to swim is a skill needed by all residents of New Zealand because not only is it an island, but there are many rivers and streams throughout the country
- swimming facilities are a tourist attraction

The activity therefore contributes to the following community outcomes:

- health
- recreation
- tourism
- maintain services in local communities

Public/Private Benefit Assessment

4.26.3 *Public benefit* derives primarily from:

- reduced risk of drowning if people can swim well
- healthier community

4.26.4 *Private benefit* is derived by users of swim facilities. Users can be readily identified and therefore charged for their use of facilities.

4.26.5 Council assesses that this activity has both public and private benefit.

4.26.6 Council believes there should be equal access for all users of facilities, especially as many users are children and persons on fixed incomes. Additionally, inappropriately high levels of user charging may decrease usage whilst costs would remain constant. Council therefore will fund the bulk of the costs from rates.

Selection of Funding Tools

4.26.7 The funding tools are targeted rates set by each Ward and user charges.

Cost allocation and funding tools
Public benefit Targeted rates, set by each ward Private benefit User charges

Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
Targeted rates, Ranfurly	Differential NIL
Targeted rates, Roxburgh	NIL
Targeted rates, Cromwell	NIL
Targeted rates, Vincent	See Annex 3

4.26.8 The use of targeted rates recognises that the public benefit is people-based. Rates will be assessed on a ward basis because of the discretion wards have in the level of provision of this activity.

4.26.9 The targeted rate will be assessed on each rating unit within a ward, using factor 6 in Schedule 2 and factor 7 in Schedule 3 of the Local Government (Rating) Act 2002. Rates will be assessed as a fixed amount.

4.27 Utilities

4.27.1 Utilities only attract CV rates. Council has decided that utilities will be rated on a district wide basis, and private utilities will be rated at the same level as Council owned utilities ie no differential.

4.28 Wastewater

4.28.1 This activity provides for the collection and disposal of domestic and industrial wastewater at:

- Alexandra
- Cromwell
- Naseby
- Omakau
- Roxburgh
- Roxburgh Hydro
- Ranfurly

4.28.2 It is engaged in because:

- the collection and disposal of sewage is a discretionary activity for local authorities under the Local Government Act 2002
- it provides essential infrastructure for the maintenance of public health and protection of the environment

The activity therefore contributes to the following community outcomes:

- health
- economic development
- maintain services in local communities

Public/Private Benefit Assessment

4.28.3 *Public benefit* primarily derives from:

- protection of the environment
- maintenance of public health
- provision of infrastructure which promotes economic development in reticulated areas
- Council ensuring that new schemes do not require an unsustainable level of transport of sewage

4.28.4 *Private benefit* is derived by residents whose properties are connected to a scheme, or industrial ratepayers requiring disposal of tradewaste. The latter can be readily identified, and users could therefore pay a fee for use of the services.

4.28.5 Users of the wastewater system can also be readily identified; however, there are currently no practical and available user charging mechanisms.

4.28.6 Consequently Council will fully fund the service, with the exception of tradewaste, from rates, because:

- there is no legally available practical and efficient method to user charge, and
- public health and environmental concerns deliver an unquantifiable public benefit and, in the absence of legal charging mechanisms,

are an acceptable reason for rating for the full cost of the wastewater system

Selection of Funding Tools

4.28.7 The funding tools are user charges for trade waste and targeted rates set by each ward, with a differential for second and subsequent water closets and urinals in commercial accommodation.

Cost allocation and funding tools
Public Benefit Targeted rates, set by each ward Private Benefit Trade waste – fees, fines and charges

Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:	
Targeted rates, set by each ward <ul style="list-style-type: none"> • rating units not connected to scheme and no connection available • rating units not connected to scheme but connection available • commercial accommodation units • other units • new schemes before they become operative 	Differential NO CHARGE See Annex 3 None

Charging Policy Trade Waste – fee relating to costs - user charges for exacerbators to be included in the forthcoming trade waste bylaw

4.28.8 Targeted rates for existing schemes will be set under factors 1, 5 and 6 of Schedule 2 of the Local Government (Rating) Act 2002 and factors 7, 8 and 12 of Schedule 3 of the Act.

4.28.9 The use of targeted rates recognises that the public benefit is people-based. Rates will be assessed on a ward basis because of the discretion wards have in the level of provision of this activity.

4.28.10 The targeted rate will be raised as a fixed amount, differentiated as set out in paragraph 4.28.8.

4.28.11 Feasibility studies for new wastewater schemes will initially be funded from District balances. If a scheme goes ahead, costs will be recovered from the community of interest; if it does not, the costs will remain as a District charge.

4.28.12 Council may choose to rate for wastewater schemes before they become operative, because that could take up to 10 years, during which costs are incurred. Without rates, the costs would be funded by the whole ward rather than the area of benefit, which is inconsistent with the rest of the policy relating to funding wastewater.

4.28.13 Rates set under paragraph 4.28.12 will be set as a targeted rate under factor 6 of Schedule 2 of the Land Government (Rating) Act 2002 and factor 7 of Schedule 3 of the Act.

4.29 Water

4.29.1 This activity provides water for

- domestic supply
- fire protection
- commercial/industrial/extraordinary use

4.29.2 It is engaged in because:

- section 130 of the Local Government Act 2002 requires authorities to continue supplying water to areas where they supplied water at 1 July 2003
- monitoring of community water supplies is a mandatory requirement for local authorities under the Health Act 1956
- it provides infrastructure for the maintenance of public health and promotion of economic development in reticulated areas

The activity therefore contributes to the following community outcomes:

- water
- maintain services in local communities
- health
- economic development
- tourism

Public/Private Benefit Assessment

4.29.3 *Public benefit* is mainly derived from:

- maintenance of public health, particularly from monitoring of supplies
- infrastructure assists in the economic development of an area
- good, adequate supplies of water assist industry and farming, adding to the development of the district
- safe, adequate supplies of water assist in making the district attractive as a tourist destination
- proper maintenance of the infrastructure reduces loss of a valuable commodity, obviating the need for residents to pay high dollars to transport water from outside the area

4.29.4 *Private benefit* is mainly derived by consumers in the supply area. Users are identifiable and could therefore pay for the water consumed.

4.29.5 Council in 2008, adopted a Drinking Water Strategy, which suggests it may adopt universal metering of water supplies. This may be introduced over time, gradually reducing the amount of funding raised from rates. It is expected that metering will assist Council achieve its Sustainability Strategy.

Selection of Funding Tools

4.29.6 The funding tools are water metering and targeted rates, set by each ward.

4.29.7	<p>Cost allocation and funding tools</p> <p>Public Benefit Targeted rates</p> <p>Private Benefit Metered water charges</p>
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<p>Rating Policy The cost recovery by way of rating tools is achieved by applying the following policy:</p>	
<p>Targeted rates, by ward</p> <ul style="list-style-type: none"> • rating units not connected to supply and no connection available • rating units not connected to supply, connection available • rating units connected 	<p>Differential</p> <p>NO CHARGE</p> <p>50% of charge</p> <p>100% of charge</p>

<p>Charging Policy Water meters may gradually be fitted for all users. Any charges will be per unit of water used.</p>

4.29.8 Targeted rates will be set under factors 5 and 6 of Schedule 2 of the Local Government (Rating) Act 2002 and factors 7 and 8 of Schedule 3 of the Act.

4.29.9 The use of targeted rates recognises that the public benefit is people-based. Rates will be assessed on a ward basis because of the discretion wards have in the level of provision of this activity.

4.29.10 The targeted rate will be raised as a fixed amount, differentiated as set out in paragraph 4.29.8.

4.29.11 Feasibility studies for new water schemes will initially be funded from District balances. If a scheme goes ahead, costs will be recovered from the community of interest; if it does not, the costs will remain as a District charge.

5. SUMMARY OF REVENUE AND FINANCING POLICY

ANNUAL PLAN ACTIVITY	FUNCTION/ ACTIVITY COST CENTRE	RESPONSIBILITY	RATE TYPE
Democracy	Elected Members	District	<i>Uniform Annual Charge</i>
	Elections	District	<i>Uniform Annual Charge</i>
	Board Members	Community Board	<i>Targeted rate</i>
Housing and Property	Elderly Persons' Housing	District	<i>District general LV rate</i>
	Rental and Other Property	Community Board	<i>Ward general LV rate</i>
	Forestry	Community Board	NONE
Recreation and Cultural	Lake Dunstan (Clutha Management)	District	<i>Uniform Annual Charge</i>
	Libraries	District	<i>Targeted differential rate</i>
	Swimming Pools	Community Board	<i>Targeted rate</i>
	Facilities - halls, theatres, museums, stadia	Community Board	<i>Targeted rate</i>
	Grants – District	District	<i>District general LV rate</i>
	Grants - Local	Community Board	<i>Ward general LV rate</i>
	Recreation Reserve Committees	Community Board	<i>Ward general LV rate</i>
	Parks and Reserves	Community Board	<i>Targeted rate</i>
District Development	District Development	District	<i>District CV rate *</i>
	Economic Development	District	<i>District CV rate *</i>
	Tourism – Tourism Central Otago and Visitor Information	District	<i>District wide differential CV rate</i>
	Promotions and Events	Community Board	<i>Differential CV rate</i>
	Regional Identity	District	<i>District general LV rate</i>
Planning and Environmental Services	Environmental Health and Building	District	<i>District CV rate *</i>
	Resource Management	District	<i>District CV rate *</i>
	Rural Fire	District	<i>District CV rate *</i>
	Dog Control and Registration	District	NONE
	Civil Defence	District	<i>District CV rate *</i>

Roads, Streets and Bridges	Carriageway Management	District	<i>District general LV rate and uniform annual charge</i>
	Non-carriageway management	Community Board	<i>Ward general LV rate</i>
	• except noxious plants	District	<i>District general LV rate</i>
	• noxious plants	Community Board	<i>Ward general LV rate</i>
Waste Minimisation	Stormwater		
	Wheelie bin collections	District	<i>Targeted differential rate</i>
	Litter Bins	District	
Wastewater	Operation of landfills and transfer stations		
	Alexandra, Bannockburn, Cromwell, Omakau, Naseby, Ranfurly, Roxburgh and Roxburgh Hydro	Community Board	<i>Differential targeted rate</i>
Water Supplies	Alexandra, Bannockburn, Clyde, Cromwell, Naseby, Omakau, Ophir, Patearoa, Pisa Village, Ranfurly, Roxburgh and Roxburgh Hydro	Community Board	<i>Differential targeted rate</i>
Airports	Alexandra/Clyde, Cromwell, Roxburgh	District	<i>District general LV rate</i>
Cemeteries	Alexandra, Clyde, Cromwell, Naseby and Ranfurly	Community Board	<i>Targeted rate</i>
Public Toilets	Various	(i) District (ii) Community Board	<i>District general LV rate</i> <i>Ward targeted rate</i>

* Differential only in respect of electricity generators

6. COMMUNITY PRIORITIES

Community Outcomes are derived from consultation with the community via Central Prospects. All activities of Council should contribute towards achieving at least one of the outcomes. For Central Otago, the community has identified the following eighteen key outcomes:

1. Water
2. Managing development impacts on landscape and natural ecosystems
3. Skills development
4. Maintain services in local communities
5. Heritage
6. Recreation
7. Economic development
8. Health
9. Housing
10. Transport and communications
11. Education
12. Ease of doing business
13. Safe community
14. Tourism
15. Maori
16. Arts and culture
17. Air
18. Waste minimisation

COMMUNITY OUTCOMES AND ACTIVITIES

ACTIVITY/OUTCOME	Water	Development Impacts	Skills Development	Maintain Services	Heritage	Recreation	Economic Development	Health	Housing	Transport and Communications	Education	Ease of doing business	Safe community	Tourism	Maori	Arts and Culture	Air	Waste Minimisation
Airports				y		y	y	y		y								
Cemeteries				y	y			y										
Civil Defence				y								y						
Cmty Bd funded roading				y			y			y		y	y					
Democracy	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y
District Development		y	y	y	y	y	y							y				
Dog Control								y										
EPH								y	y									
Environmental Health Facilities					y	y		y	y		y	y		y			y	
Forestry		y				y												
Grants				y		y												y
Lake Dunstan (Clutha)						y		y										
Libraries			y	y	y	y					y							y
Other Property			y				y	y				y						
Overheads	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y	y
Parks/reserves		y				y		y						y				
Public Toilets				y			y	y						y				
RRCs				y		y		y						y				
Resource Management		y			y		y					y			y			
Roading				y		y	y			y				y				
Rural Fire				y														y
Stormwater								y		y								
Swimming Facilities				y		y		y						y				
Utilities Services Mgmt	y			y			y	y		y		y	y	y				
Waste Management				y			y	y						y				y
Wastewater				y			y	y										
Water	y			y			y	y						y				

GLOSSARY OF TERMS

These definitions are intended to define terms used in the RFP in plain English. For legal definitions see the Local Government (Rating) Act 2002 and the Local Government Act 2002.

Annual Plan	A plan that describes what activities the Council will do, the reasons for doing them, the performance measures used and how much revenue and expenditure it needs to undertake each activity.
Activities	All the things that the Council does. This RFP lists 27 separate activities.
Capital Expenditure	Expenditure that will increase the value of the Council's assets.
Capital Value	Market value of the land plus improvements at the time of valuation.
Community Boards	Local elected bodies set up under the Local Government Act. Central Otago District Council has four Community Boards – Cromwell, Roxburgh, Maniototo and Vincent.
CV	Capital Value.
Differential Rates	Council may raise and assess rates based on differentials. This means that rates on specified types or groups of property may vary from rates on other types or groups of properties. Differentials must be based on factors set out in the Local Government (Rating) Act 2002.
Efficiency	A test of whether a system of funding tools uses a reasonable amount of resources to allocate costs.
Exacerbator	A person who directly causes negative effects that cost money to control.
Excludability	Benefits are to particular users; others can be excluded. An excludable function is likely to be a private benefit.
General Rates	A rate levied for the general purposes of the local authority. Council may set and assess a general rate on every rating unit. This may be: <ul style="list-style-type: none">- A uniform rate in the dollar of property value on all properties; or- A differential rate in the dollar of property value on all properties; or- A uniform annual charge per rating unit

Infrastructure	Roads, bridges, water supplies, drainage systems, buildings, landfills and transfer stations
Intergenerational Equity	The idea that the cost of a service should be fairly spread over its life, so that all people who benefit contribute a fair share.
Land Value	Market value of the land at time of valuation.
Local Government Act 2002	The law that defines the powers and responsibilities of territorial local authorities like Central Otago District Council.
Long Term Council Community Plan (LTCCP)	This describes the activities of a Council and the community outcomes in its district. It provides integrated decision making and co-ordination of the resources of the Council, and provides a long term focus for the decisions and activities of the Council.
LV	Land Value.
Non-excludability	Benefits may be to particular users, but it is not possible or practicable to identify and charge them. This is a practicable reason for public benefit funding.
Non-rivalness	Once a benefit is provided a large number of people can use it at little or no extra cost. Non-rivalness is an indicator of public benefit.
Operating Expenditure	Expenditure for the normal services of the Council.
People-based Benefit	A benefit that people can enjoy without owning property.
Practicability	A test of whether a funding tool is lawful and whether it will allocate costs in a desired way.
Prestige Values	Values that attach to the fact that some object or function may contribute to a sense of civic pride felt by individuals whether or not the facility is ever seen or used by them. (Stadia or civic centres are potential examples.)
Private benefit	The extent to which a service directly benefits individual rather than the community as a whole. Private benefit is an indicator that users should pay.
Property-based Benefit	A benefit that accrues to people because they own property. It may be a service to property or an activity that benefits property values.
Public benefit	The extent to which a service benefits the community as a whole rather than individuals. Public benefit is an indicator that ratepayers should pay.
Public/private benefit assessment	An assessment of public and private benefit delivered by the service.
Rates	Funds collected by the Council from taxes on property.

These are based on capital value or land value of the property but the term is often used to include Uniform Annual Charges.

Reticulated Services	Water supplies, sewerage systems and stormwater drainage systems.
RFP	The RFP is about who should pay for the Council's activities. The RFP outlines who will benefit from each activity and who should pay for it, taking account of fairness and what is practical.
Rivalness	Rivalness exists where consumption of a service by an individual reduces the amount of service available to others and the service provided needs to produce more outputs to satisfy other users. Rivalness is an indicator of private benefit.
Solid Waste Disposal	Disposal of waste at landfills and transfer stations.
Targeted Rate	Income to the Council for specific services by a tax of an equal amount on each rating unit that uses these services (this charge does not vary with value of the unit).
Transparency	A test of whether people who pay for activities can see where their money is allocated.
UAC	Uniform annual charge.
Uniform Annual Charge	Income to the Council for general use by a tax of an equal amount on each rating unit (this charge does not vary with value of the unit).
User Charges	Income to the Council by fees paid by those who use specific services provided by the Council.
Utilities	Telecommunication lines, power lines, water and sewer pipes.

EXTRACT FROM
LOCAL GOVERNMENT (RATING) ACT 2002

Schedule 2
Matters that may be used to define categories of rateable land

1. The use to which the land is put.
2. The activities that are permitted, controlled, or discretionary for the area in which the land is situated, and the rules to which the land is subject under an operative district plan or regional plan under the Resource Management Act 1991.
3. The activities that are proposed to be permitted, controlled, or discretionary activities, and the proposed rules for the area in which the land is situated under a proposed district plan or proposed regional plan under the Resource Management Act 1991, but only if –
 - (a) no submissions in opposition have been made under clause 6 of the First Schedule of that Act on those proposed activities or rules, and the time for making submissions has expired; or
 - (b) all submissions in opposition, and any appeals, have been determined, withdrawn, or dismissed.
4. The area of land within each rating unit.
5. The provision or availability to the land of a service provided by, or on behalf of, the local authority.
6. Where the land is situated.
7. The annual value of the land.
8. The capital value of the land.
9. The land value of the land.

Schedule 3

Factors that may be used in calculating liability for targeted rates

1. The annual value of the rating unit.
2. The capital value of the rating unit.
3. The land value of the rating unit.
4. The value of improvements to the rating unit.
5. The area of land within the rating unit.
6. The area of land within the rating unit that is sealed, paved, or built on.
7. The number of separately used or inhabited parts of the rating unit.
8. The extent of provision of any service to the rating unit by the local authority, including any limits or conditions that apply to the provision of the service.
9. The number or nature of connections from the land within each rating unit to any local authority reticulation system.
10. The area of land within the rating unit that is protected by any amenity or facility that is provided by the local authority.
11. The area of floor space of buildings within the rating unit.
12. The number of water closets and urinals within the rating unit.

DIFFERENTIALS

These will be reviewed annually as part of the setting of the rates for the Annual Plan.

For 2009/10, the following differentials are proposed.

1. Tourism – Visitor Information Centres and Tourism Central Otago

	%
Commercial	28.2
Accommodation	5.8
Residential	26.0
Rural	26.0
Utilities	2.0
Small dams	1.0
Contact Energy	11.0

2. Promotions and Events

Vincent Community Board

- Alexandra ward – 25% residential, 75% commercial/industrial
- Earnsclough Manuherikia ward – 40% commercial, 30% residential, 30% rural

Cromwell Community Board

Commercial	60%
Residential	20%
Rural	20%

Maniototo Community Board may consider introducing differentials.

3. Dog Registration

Working dogs : Non working dogs at 1:5

4. Parks and Reserves, Facilities and Swim Centres

Vincent Community Board – percentages to be agreed, basis on appropriate bands.

5. Refuse Collection

People in rating units which have more than one wheelie bin - 75% of refuse collection charge for second and subsequent bins; 100% for the first.

As Council considers its Solid Waste Minimisation Strategy in light of its Sustainability Strategy it may introduce further differentials. For example it may decide to charge, say, 150% of the refuse collection charge for second and subsequent bins.

6. Wastewater

Existing Schemes

Rating units not connected to scheme but connection available	50% of targeted rate
Commercial accommodation units	25% for the second and subsequent urinal or water closet; full charge for first water closet or urinal
Other units	1



B. RATING POLICIES

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1. PAYMENT OPTIONS

1.1 Rates may be paid by:

- cash
- cheque
- eftpos (excluding from a credit card account)

during the hours of 8.30am to 5.00pm, 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)

1.2 Rates may be paid by:

- automatic payment
- direct debit (Council's preferred method)
- telephone initiated direct credit

by prior arrangement with the Rates Department on 03 440 0617.

1.3 Credit card payments will only be accepted from overseas ratepayers by prior arrangement.

1.4 Rates may be paid on the Internet via www.codc.govt.nz There will be a service charge payable direct to Council's bankers by ratepayers who use this option.

2. DUE DATES FOR PAYMENT OF RATES

2.1 Rates will be payable in four (4) instalments, with due dates as follows:

Instalment	Due date
1	mid August
2	mid November
3	mid February
4	mid May

The actual instalment dates will be notified annually in the Rates Assessment.

3. EARLY PAYMENT OF RATES

3.1 Early payment of all rates assessed in the current financial year may be made at any time.

3.2 A discount of 2.5% will be given if payment is made in full on or before the due date for the first instalment of the year.

4. PENALTIES ON RATES

4.1 Penalties for unpaid rates will be applied as follows:

- 10% on any outstanding amount of any instalment not paid by the due date
- 10% on amounts outstanding from earlier years, such penalty being applied on 1 October and 1 April

4.2 Requests for waiver of penalties should be sent, in writing, to the Corporate Services Manager.

5. MAORI FREEHOLD LAND

5.1 Central Otago District Council has no Maori freehold land and therefore has no policy relating to rates relief thereon.

6. INSPECTION OF AND OBJECTION TO RATING INFORMATION AND RECORDS

6.1 The Complete Rating Information Database (CRID) and related rates records are available for inspection between 8.30am to 4.30pm, Monday to Friday at any of the following:

Council Offices, William Fraser Building, Dunorling Street, Alexandra
Cromwell Service Centre, 42 The Mall, Cromwell
Maniototo Service Centre, 15 Pery Street, Ranfurly
Roxburgh Service Centre, 120 Scotland Street, Roxburgh (9am to 4pm)

6.2 Any interested person may inspect the CRID. Inspection is free but there will be a fee payable for the supply of particulars from the CRID.

6.3 The following persons may inspect the rates records for a rating unit:

- the ratepayer
- anyone authorised, in writing, by the ratepayer to do so
- any person who has become liable to pay the rates under the recovery provisions of the Local Government (Rating) Act 2002
- a solicitor, landbroker or real estate agent
- any member of the public with respect to rates assessed, but not including arrears, remissions or postponed rates

6.4 Any ratepayer named in the Rating Information Database (RID) can object to the information in the RID on the following grounds:

- a 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

- 6.5 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
- 6.6 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
- 6.7 The Council will notify objectors in writing of its decision regarding an objection.

7. POSTPONEMENT OF RATES

- 7.1 The objective of the Council's policy on postponement of rates is to assist ratepayers experiencing extreme financial circumstances which affect their ability to pay rates.
- 7.2 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.
- 7.3 Only the ratepayer, or his/her authorised agent, may make application for rates postponement. Such application must be in writing.
- 7.4 The ratepayer must have owned the rating unit for at least five years.
- 7.5 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
- 7.6 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
- 7.7 Any postponed rates will be postponed until:
- the death of the ratepayer; or
 - the sale of the rating unit
- 7.8 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.

- 7.9 Postponement of rates will apply from the beginning of the rating year in which the application is made.
- 7.10 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.

8. REMISSION OF RATES

- 8.1 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 ie fairness and equity, ie economic well-being
 - assist new and existing businesses to increase their contribution to district employment ie social and economic well-being
 - assist conservation of natural, historic and cultural resources ie environmental and cultural well-being

Specific objectives are set out in each element of the policy.

Remission of Penalties

- 8.2 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.
- 8.3 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.
- 8.4 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 automatic payments, or Council has sent the rates demand to the wrong address.
- 8.5 Remission of penalty will be considered where the penalty has been incurred during the processing of settlements following changes in ownership of rating units.
- 8.6 Application for remission of penalty must be in writing to the Council.

Remission of Uniform Annual Charges and Fixed Charge Targeted Rates on Rural Rating Units

- 8.7 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)
- 8.8 Application for remission of uniform annual charges must be in writing to the Council. It will not be necessary to reapply each year unless circumstances change.

- 8.9 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.
- 8.10 The ratepayer will remain liable for at least one set of each charge.
- 8.11 Remission of uniform annual charges and fixed charge targeted rates, where granted, will take effect from the commencement of the next rating year.
- 8.12 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 - paragraphs 8.43ff.]
- 8.13 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

- 8.14 The objective is to assist ratepayers who experience temporary extreme financial circumstances which affect their ability to pay rates.
- 8.15 Application must be in writing, on the prescribed form (available at Council offices). This is to enable Council to verify that extreme financial circumstances exist.
- 8.16 Council may remit some or all of the rates due, based on its assessment of the situation.

Remission for anomalous and/or iniquitous rates increases

- 8.17 The objective is to allow Council to mitigate the effects of:
- changes in funding policies
 - changes arising from general revaluation of the district's rating units
 - changes in legislation
 - changes arising from unforeseen and/or unusual circumstances
- 8.18 Council will each year receive a report, as part of its Annual Plan process, detailing properties which, unless remissions were granted, would suffer an anomalous or iniquitous rates increase in the year to which the Annual Plan relates.
- 8.19 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.
- 8.20 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)

- 8.21 The objective is to recognise that undeveloped rural land with a capital value below \$1,000 should only pay minimum rates.
- 8.22 To qualify, ratepayers must hold other land in the district on which full rates are payable.
- 8.23 The minimum rate may vary, but is currently deemed to be \$10.
- 8.24 Ratepayers eligible for such remission will be notified in writing before the first instalment falls due.

Remission of rates on land protected for natural, historic or cultural conservation purposes

- 8.25 The objective is to preserve and promote natural resources and the district's heritage.
- 8.26 Applications must be made in writing to the Council. Applications must be supported by documentary evidence of the protected status of the rating unit.
- 8.27 In considering an application for remission, Council will apply the following criteria:
- the extent to which the preservation of natural, cultural or historic heritage will be promoted by the granting of a rates remission
 - 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 utilisation of the land
- 8.28 Council will decide what amount of rates to be remitted on a case by case basis, subject to a maximum of 30% of rates assessed in a year.
- 8.29 In granting a remission, Council may specify certain conditions. Applicants will be required to agree in writing to any such conditions, and to pay any remitted rates if the conditions are violated.
- 8.30 Ratepayers are only eligible to apply for this remission if they voluntarily protect any features of cultural, natural or historic heritage.
- 8.31 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.

Remissions for community, sporting and other organisations

- 8.32 The objective is to:
- assist the organisation's survival, and
 - make membership of the organisation accessible to the general public, particularly disadvantaged groups

8.33 Part 2 of Schedule 1 of the Local Government (Rating) Act 2002 makes land 50% non-rateable where it is:

- owned or used by a society incorporated under the Agricultural and Pastoral Societies Act 1908 as a showground or place of meeting
- owned or used by a society or association of persons (whether incorporated or not) for games or sports, except galloping races, harness races or greyhound races
- owned or used by a society or association of persons (whether incorporated or not) for the purpose of any branch of the arts

Such land is still liable to pay any uniform annual charges or targeted rates for water supply, sewage disposal or refuse collection.

8.34 The definition of land does not include land used for the private pecuniary profit of any members of the society or association.

8.35 Council will treat land in paragraph 8.34 in the same manner as land in paragraph 8.33.

8.36 Ratepayers receiving rates remission under paragraph 8.35 will be notified in writing before the first instalment falls due.

Remission for Crown land used for private or commercial purposes

8.37 The objective is to ensure lessees using Crown land for private or commercial use do not pay unreasonable levels of rates.

8.38 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.

8.39 Applications for remission under this part of the policy must be in writing to the Council. Applications should give evidence as to why it is unreasonable for the ratepayer to be assessed for rates on the land.

Remission for land affected by natural disasters

8.40 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.

8.41 Applications for remission under this part of the policy must be in writing to the Council. Applications should give evidence as to why the ratepayer's enjoyment of the land or property has been seriously adversely affected by the natural disaster.

8.42 This part of the policy will only be relevant if the natural disaster had a widespread effect in the district.

Remission for development land

- 8.43 The objective is to ensure that unsold development land which is in one parcel, but has separate valuation assessment numbers, does not pay more than one set of uniform annual charges and fixed charge targeted rates.
- 8.44 Applications under this part of the policy must be in writing to the Council.
- 8.45 Any remission granted shall be for two (2) years.
- 8.46 For each development (defined as one deposited plan):
- in year 1 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 year 2 the ratepayer shall pay uniform annual charges and fixed charge targeted rates on one allotment and receive 50% remission on second and subsequent allotments
- 8.47 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

- 8.48 The objective is to promote employment and economic development within the district by assisting new businesses (ie. not in competition with existing businesses) and/or the expansion of existing businesses.
- 8.49 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
- 8.50 Applications must be made in writing to the Council and must be supported by:
- a description of the development
 - a plan of the development (where possible)
 - an estimate of costs
 - an estimate of the likely number of new jobs to be created by the development
- 8.51 Any rates remission granted will apply during the course of the development for a period of up to three (3) years.

- 8.52 The amount of remission to be granted will be on a case by case basis, subject to a maximum of 50% of rates assessed.
- 8.53 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.

General

- 8.54 All applications for remissions will be considered in the first instance by the Corporate Services Manager. In certain cases, particularly requests for remission for:

- business development
- land protected for natural, historic or cultural conservation purposes
- land affected by natural disaster

the application will be referred to Council for a decision.

- 8.55 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.

9. DELEGATIONS

- 9.1 Section 132 of the Local Government (Rating) Act 2002 allows Council to delegate the exercise of functions, powers or duties conferred by the Act to any specific officer of the Council. It cannot delegate:

- the power to delegate, or
- any of the powers to set and assess rates or replacement rates

- 9.2 Council has put in place the following delegations:

9.2.1 The decision whether disclosure of a name is necessary to identify a rating unit (s28 (2) of the Act) – to the CEO and Corporate Services Manager, acting singly

9.2.2 Authority to determine the fee payable for supplying a copy of the Rates Information Database (RID) (Section 28 (3) of the Act) – to the Corporate Services Manager

9.2.3 Authority to determine objections to the RID – to the CEO, Corporate Services Manager and Accountant, any two acting jointly

9.2.4 Authority to remove names from the RID (Section 35 (b) of the Act) – to the Corporate Services Manager and Accountant, acting singly

9.2.5 Authority to determine objections to rates records (Section 39 of the Act) – to the CEO, Corporate Services Manager and Accountant, any two acting jointly

- 9.2.6 Authority to correct errors in RIDs and Rate Records (Section 40 of the Act) – to the Corporate Services Manager, Accountant and Rates Officer, any two acting jointly
- 9.2.7 Authority to fix the interest rate to be charged on reassessed rates (Section 41 (3) of the Act) – to the Corporate Services Manager
- 9.2.8 Authority to issue invoices based on previous year's rates (Section 50 of the Act) – to the Corporate Services Manager and Accountant, acting singly
- 9.2.9 Determine agreeable method of rates payments (Section 52 (2) of the Act) – to the Corporate Services Manager
- 9.2.10 Authority to recover unpaid rates from owner (Section 61 (1) of the Act) – to the Corporate Services Manager, Accountant and Rates Officer, any two acting jointly
- 9.2.11 Authority to recover unpaid rates from persons other than owners (Section 62 of the Act) – to the Corporate Services Manager, Accountant and Rates Officer, any two acting jointly
- 9.2.12 Authority to commence proceedings for unpaid rates (Section 63 of the Act) – to the CEO and Corporate Services Manager, acting jointly
- 9.2.13 Commencement of rating sale or lease provisions (Section 67 of the Act) – to the CEO and Corporate Services Manager, acting jointly
- 9.2.14 Authority to sell by private treaty (Section 72 of the Act) – to the CEO and Corporate Services Manager, acting jointly
- 9.2.15 Authority to sell abandoned land (Section 77 to 83 of the Act) – to the Corporate Services Manager and Accountant, acting jointly
- 9.2.16 Authority to administer remission and postponement policies (Sections 85/87/114/115 of the Act) – to the Corporate Services Manager
- 9.2.17 Authority to impose penalties on unpaid rates (Section 57 and 58 of the Act) - to the Corporate Services Manager

Extract From

LOCAL GOVERNMENT (RATING) ACT 2002

Schedule 2

Matters that may be used to define categories of rateable land

1. The use to which the land is put.
2. The activities that are permitted, controlled, or discretionary for the area in which the land is situated, and the rules to which the land is subject under an operative district plan or regional plan under the Resource Management Act 1991.
3. The activities that are proposed to be permitted, controlled, or discretionary activities, and the proposed rules for the area in which the land is situated under a proposed district plan or proposed regional plan under the Resource Management Act 1991, but only if –
 - (a) no submissions in opposition have been made under clause 6 of the First Schedule of that Act on those proposed activities or rules, and the time for making submissions has expired; or
 - (b) all submissions in opposition, and any appeals, have been determined, withdrawn, or dismissed.
4. The area of land within each rating unit.
5. The provision or availability to the land of a service provided by, or on behalf of, the local authority.
6. Where the land is situated.
7. The annual value of the land.
8. The capital value of the land.
9. The land value of the land.

Schedule 3

Factors that may be used in calculating liability for targeted rates

1. The annual value of the rating unit.
2. The capital value of the rating unit.
3. The land value of the rating unit.
4. The value of improvements to the rating unit.
5. The area of land within the rating unit.
6. The area of land within the rating unit that is sealed, paved, or built on.
7. The number of separately used or inhabited parts of the rating unit.
8. The extent of provision of any service to the rating unit by the local authority, including any limits or conditions that apply to the provision of the service.
9. The number or nature of connections from the land within each rating unit to any local authority reticulation system.
10. The area of land within the rating unit that is protected by any amenity or facility that is provided by the local authority.
11. The area of floor space of buildings within the rating unit.
12. The number of water closets and urinals within the rating unit.

C. SIGNIFICANCE POLICY

1. INTRODUCTION

1.1 Section 90 of the Local Government Act 2002 (the Act), requires every local authority to adopt a policy on significance.

1.2 Section 5 of the Act defines significance and significant as:

“significance, in relation to any issue, proposal, decision, or other matter that concerns or is before a local authority, means the degree of importance of the issue, proposal, decision, or matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for,—

- (a) the current and future social, economic, environmental, or cultural well-being of the district or region;*
- (b) any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter;*
- (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.*

significant, in relation to any issue, proposal, decision, or other matter, means that the issue, proposal, decision, or other matter has a high degree of significance.”

2. GENERAL APPROACH TO DETERMINING WHICH PROPOSALS ARE SIGNIFICANT (S.90(1)(A))

2.1 When determining the question of the significance of proposals and decisions in relation to issues, assets or other matters the Council will determine the extent to which:

- The consequences or impacts of the issue, assets, or other matters, impinge on a large number of residents and ratepayers to a moderate or greater extent;
- The consequences or impacts of the issue, assets, or other matters, impinge on a small number of residents and ratepayers to a large extent; and
- The issue, asset, or other matters have a history of generating wide public interest within Central Otago, the Otago Region or New Zealand generally.

2.2 The Central Otago District Council will also consider the likely impact of decisions on:

- (a) the current and future social, economic, environmental, or cultural well-being of the district;
- (b) the achievement of, or ability to achieve, the Council's strategic issues and objectives as set out in the Long Term Council Community Plan;

- (c) the capacity of the local authority to perform its role and carry out its activities, now and in the future; and
- (d) the financial, resource and other costs of the decision.

3. THRESHOLDS, CRITERIA AND PROCESSES FOR DETERMINING WHICH PROPOSALS AND DECISIONS ARE SIGNIFICANT (S.90(1)(B))

3.1 When undertaking a process to determine the extent to which issues, proposals, decisions or other matters are significant, the Council will use the following thresholds, criteria and procedures:

Thresholds:

- Issues, assets, or other matters that incur more than \$1,200,000 of budgeted or \$150,000 of unbudgeted expenditure, income or change in separate account balances, where council considers it has not already undertaken sufficient consultation, *or where Council believes consultation would add no value to the decision making process because the issue is routine;*
- Any transfer of ownership or control, or the construction, replacement or abandonment, of a strategic asset as defined by the Act or listed in this policy;
- A decision that will, directly or indirectly, significantly affect the capacity of the Council to carry out any activity identified in the Long Term Council Community Plan;
- Entry into any partnership with the private sector to carry out a significant activity; and
- Council owns a number of assets and groups of assets that it considers to be strategic; however, not all trading decisions made regarding these assets are regarded as significant nor do they affect the assets strategic nature. For example, the roading network is strategic, but small parcels of land that make it up may not be, and the purchase or sale of such small pieces of land may not amount to significant decisions.

Criteria:

- Whether the asset is a strategic asset within the meaning of the Act or listed in this policy.
- The extent to which there is, or is likely to be, a change in the level of service in carrying out any significant activity.
- The extent to which there is, or is likely to be, a change in the way in which any significant activity is carried out.
- The extent to which there is, or is likely to be, a change in the capacity of the Council to provide any significant service or carry out any significant activity.

Procedures:

- Decisions on significance will be made in accordance with Council's Standing Orders and Delegations Register.

4. STRATEGIC ASSETS AND GROUPS OF STRATEGIC ASSETS

4.1 As set out in Section 5 of the Local Government Act 2002, strategic asset means:

“strategic asset, in relation to the assets held by a local authority, means an asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority’s capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community; and includes—

- (a) *any asset or group of assets listed in accordance with section 90(2) by the local authority; and*
- (b) *any land or building owned by the local authority and required to maintain the local authority’s capacity to provide affordable housing as part of its social policy; and*
- (c) *any equity securities held by the local authority in—*
 - (i) *a port company within the meaning of the Port Companies Act 1988;*
 - (ii) *an airport company within the meaning of the Airport Authorities Act 1966”*

4.2 The assets and groups of assets in terms of s.90(2) that Central Otago District Council considers to be strategic are:

- The Council roading network as a whole;
- The land and buildings comprising the Alexandra office, and the Ranfurly, Roxburgh and Cromwell Service Centres;
- Council owned elderly persons housing in the district as a whole;
- Reserves listed and managed under the Reserves Act; and
- Council water and wastewater networks as a whole.

5. OTHER STATUTORY PROVISIONS

5.1 The following do not form part of the Council’s policy on significance; however, they are a range of the sort of other matters which are listed in the Act which require various levels of statutory consultation:

- Establishing a council controlled organisation [s.56];
- Adoption, review or amendment of any bylaw [s.86];
- Any proposal for an alteration in the mode by which a significant activity is undertaken by or on behalf of the Council [88(1)];
- Adoption of the Council’s Long Term Council Community Plan [s.93(2)];
- Alteration to the Council’s Long Term Council Community Plan[s.93(5)];
- Adoption of the Council’s Annual Plan [s.95(2)];
- Adoption or amendment of the Council’s policy on significance [s.90(4) and s.103-s.108];
- Adoption or amendment of the Council’s funding and financial policies [s.102(4)];
- Assessment of the Council’s water and other sanitary services [s.125];
- Entry into a partnership or joint venture for the provision of water services [s.137]; and,
- Disposal of a park [s.138].

5.2 This section is provided for information only.

D. LIABILITY MANAGEMENT POLICY

1. INTRODUCTION

1.1 Sections 102(4)(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 triennially at the first Council meeting following a local government election.

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.

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 Council Community 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.

3. POLICIES

3.1 General

3.1.1 The Council will raise debt only in relation to its strategic plan 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 External loans will be repaid in accordance with revenue and financing policies.

3.2 Interest Rate Exposure

3.2.1 Given the Council's preference for certainty, interest rate risk/exposure will normally be managed by:

- Ensuring the term of the loan will span at least one financial year, with a preference for longer terms;

- Varying the maturities so that no more than 30% of debt will mature in any one financial year (based on a rolling 12 month basis); and
- Incidental arrangements may be entered into on advice from appropriate financial advisers, but subject to any limitations contained elsewhere in this policy.
- Such incidental arrangements shall include:

Forward Rate Agreement (FRA)

An agreement between CODC and a counterparty (usually a bank) protecting CODC against a future adverse interest rate movement. CODC and the counterparty agree to a notional future 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 3-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) protecting CODC against a future adverse interest rate movement. 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 – Swaption

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 swaption 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.

3.3 Liquidity Policy

3.3.1 Liquidity risk will be minimised by:

- Avoiding a concentration of debt maturity dates (see 3.2.1 above);
- Adherence to revenue and financing policies;
- Maintaining an appropriate amount of accessible bank investments or uncommitted credit lines to cover working capital requirements as they fall due;
- Adherence to the criteria for managing the current account at the bank as set out in more detail within the Investment Policy; and
- Hire purchase and finance lease agreements will normally be avoided unless the rates are favourable compared to other financing options and/or deferred payment improves the Council's ability to ensure performance by the supplier of goods and services.

3.4 Credit Exposure

3.4.1 This risk will be minimised by ensuring that any forward exchange arrangements are with institutions that meet the acceptable Standard and Poors rating of "strong" to "extremely strong" as outlined within the Council's Investment Policy.

3.5 Debt Repayment

3.5.1 Borrowings are to be repaid from:

- Sale of assets;
- Realisation of investments and sinking funds;
- General funds and/or specific function revenues including rates and depreciation covered by revenue or rates; or
- Raising of other loans.

3.5.2 Sinking funds as a method of repayment will be progressively eliminated where possible in favour of a more flexible approach.

3.6 Borrowing Limits

3.6.1 The Council will ensure that debt is maintained at prudent levels in accordance with revenue and financing policies and the funding principle of ensuring that the cost of any expenditure can be recovered at the time that the benefits of that expenditure accrue.

3.6.2 The revenue and financing policies and special consultative procedures will be the appropriate process to consider what is a prudent level of debt taking into account other funding sources, public

submissions/opinion, ratepayer ability to repay and inter generational equity.

The Council will specifically include within its Annual Report information to enable the level of term debt to be compared to its Annual Plan as well as financial ratios including the debt ratio to enable actual trends and performance in relation to the Annual Plan to be monitored.

3.6.3 Specifically, Council will adhere to the following:

- Gross interest expense of all external borrowings will not exceed 8% of total operating revenues
- Gross interest expense of all external borrowings will not exceed 20% of total rates revenues
(Rates are defined as charges on the value of property, uniform charges and targeted rates)
- Funds flow from operations exceed gross annual interest expense on external; borrowing by at least 2.5 times

(Funds flow from operations is defined as operating surplus before depreciation and interest).

3.7 Security

3.7.1 The type of security offered will be determined according to the relative costs and benefits dictated by the debt market at the time in the following preferred order (all things being equal):

- Security over rates
- Security over specific assets

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 of 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. AUTHORISED EXTERNAL BORROWING SOURCES

5.1 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 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.

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

Local Authority Bonds

Council may authorise the issuance of local authority bonds (medium term 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.



E. INVESTMENT POLICY

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1. INTRODUCTION

- 1.1 Sections 102(4)(c) and 105 of the Local Government Act 2002 (the Act) require local authorities to adopt an investment policy.
- 1.2 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

2. OBJECTIVES

- 2.1 The objectives of this investment 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 Council Community Plan.
 - 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).
 - To **firstly** protect Council/ratepayers capital and to **secondly** earn an acceptable income.
 - To ensure that all statutory requirements are met.

3. INVESTING PRIORITIES

3.1 Council's priorities with regards to investing are:

- Disaster relief funds and contingency liquidity
- Capital expenditure that meets Council goals and strategic plan criteria
- Repayment of debt and internal loans (to reduce external risk exposures)
- Purchase of appropriate land and buildings with endowment funds
- Financial instruments, risk or near risk free, diversified in term and institution

4. SCOPE

4.1 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.

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

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

Low risk

Repayment of current Council debt including internal loans

Fixed interest investments

Cash on short and long term bank deposits

6.2 To reduce interest rate exposure, instruments set out in paragraph 3.2.1 of Council's Liability Management Policy may also be utilised as part of this Investment Policy.

7. POLICY RELATING TO RISK FREE INVESTMENTS

7.1 All cash funds for the time being "surplus" are to be invested in a mixture of risk free or near risk free investments. The terms or maturities for short term investments will be a mixture of at call to up to 182 days, so that if necessary, the Council can call upon the funds at relatively short notice, after taking into account projected cashflows.

Longer term investments are entered into where:

- The investments can be traded on an efficient market

7.2 Credit Risk Criteria

7.2.1 *Risk free and near risk free investments are:*

- New Zealand Government investments
- New Zealand registered banks
- Building Societies
- Local Authority stock
- State Owned Enterprises
- Regional Health Entities
- Corporates

7.2.2 Council will not consider investing with a body unless it meets an acceptable Standard and Poors (or equivalent) credit rating, where applicable.

Acceptable Standard and Poor ratings:

<u>Short term rating</u>	<u>Long term rating</u>	<u>Explanation of rating</u>
A1+	AAA, AA+, AA	Extremely strong to very strong
A-1	A+, A	Strong

7.3 Diversification

7.3.1 Maximum amount per institution as set out in the table below:

Short Term Investments (Approved Issuers, Instruments and Limits)

Issuer	Overall Portfolio Limit (invest % of to a portfolio maximum of)	Approved Instruments	Minimum S & P Short Term Credit Rating of Issuer	Limit for Each Issuer Subject to Overall Portfolio Limit for Issuer Class (Nominal Amount)
New Zealand Government	100%	Treasury Bills	Not Applicable	No Limit
New Zealand Registered Banks	100%	Call/Term Deposits, Negotiable Certificates of Deposits, Transferable Certificates of Deposit	'A-1'	\$4 million
Local Authorities	50%	Promissory Notes	Not Applicable	\$2 million
State Owned Enterprises	50%	Promissory Notes	'A-1'	\$2 million
Regional Health Entities	50%	Promissory Notes	'A-1'	\$2 million
Corporates	50%	Promissory Notes	'A-1'	\$2 million
Building Societies	50%	Call/Term Deposits	'A-1'	\$2 million

Long Term Investments (Approved Issuers, Instruments and Limits)

Issuer	Overall Portfolio Limit (invest % of to a portfolio maximum of)	Approved Instruments	Minimum S & P Long Term Credit Rating of Issuer	Limit for Each Issuer Subject to Overall Portfolio Limit for Issuer Class (Nominal Amount)
New Zealand Government	100%	Bonds	Not Applicable	No Limit
Local Authorities	50%	Medium Term Notes, Bonds	Not Applicable	\$1 million
State Owned Enterprises	50%	Medium Term Notes, Bonds	A	\$1 million
New Zealand Registered Banks	50%	Medium Term Notes, Bonds	A	\$1 million
Regional Health Entities	50%	Medium Term Notes, Bonds	A	\$1 million
Corporates	50%	Medium Term Notes, Bonds	A	\$1 million
Building Societies	50%	Medium Term Notes, Bonds	A	\$1 million

7.4 Interest Rate Risk and Term Profile

7.4.1 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.

7.5 Current Account Management

7.5.1 The current account credit balance should not exceed \$750,000 for more than two continuous working days.

It is permitted to go into overdraft for up to \$400,000 on a maximum of 10 days per year.

7.6 Average Return - Comparative Benchmark

7.6.1 The emphasis is on capital protection rather than maximising returns. Nevertheless returns should be maximised within the parameters of this policy.

The short term portfolio will be benchmarked against the published 90 day bill rate.

The long term portfolio will be benchmarked by duration measurement, and this will be required to be within 2.5 and 3.5 years.

8. POLICY ON OTHER FORMS OF INVESTING

8.1 Equity Investments

8.1.1 No further equity investments will be entered into except by specific resolution of Council. Shares currently held by the Council are inherited from the past and will continue to be held. Any equity sales must be by specific resolution of Council.

8.2 Real Estate, Commercial Property and Unit Trusts

8.2.1 There will be:

- No investment without specific resolution of the Council
- Investing will be limited to endowment funds for other than strategic purposes
- Existing properties will be held if that is considered to be the best option by Council
- Council may invest for strategic purposes ie purposes which enable Council to achieve community outcomes as outlined in its LTCCP

8.3 Forestry

8.3.1 Existing forestry investment will continue.

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 market value 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 into 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 or Community Board
- 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

8.6.1 Advances to promote other objectives will be made:

- only by specific resolution of Council; and
- must be equal to the securities and assurances above, or better, unless under \$5,000 and for essential works.

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).

Schedule 1

Treasury responsibilities, compliance and controls

1.1 Council

- Approve annual borrowing programme contained in Annual Plan.
- Approve treasury policy.
- Review treasury activity through regular reporting.
- Approve forward exchange and other agreements not already permitted within the policy.

1.2 Chief Executive

- Amendments to rules for operation of bank accounts (in conjunction with His Worship the Mayor).
- Approve opening and closing of bank accounts and new banking facilities.

1.3 Corporate Services Manager

- Overall responsibility for the treasury function.
- Provide policy advice.

1.4 Accountant

- Investing activity, maximise returns within policy and legal requirements.
- Authority to electronically transfer funds between specified bank accounts that have been set up on the Council's bank cash management system.
- 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.
- Produce regular reports for Council on investments and compliance with policy.

F. POLICY ON THE COMMITMENT OF COUNCIL RESOURCES TO PARTNERSHIPS WITH THE PRIVATE SECTOR

1. INTRODUCTION

- 1.1 Section 107 of the Local Government Act 2002 (the Act) requires a local authority to develop a policy relating to the commitment of local authority resources to partnerships between the local authority and the private sector.
- 1.2 S.107(2) of the Act defines a partnership with the private sector as:
- “(2) In this section, partnership with the private sector means any arrangement that is entered into between one or more local authorities and one or more persons engaged in business; but does not include --*
- (a) any such arrangement or agreement to which the only parties are ---*
- (i) local authorities; or*
- (ii) one or more local authorities and one or more council organisations; or*
- (b) a contract for the supply of any goods or services to, or on behalf of, a local authority.”*
- 1.3 The Central Otago District Council (the Council) may consider partnership arrangements with the private sector for the provision of infrastructure and services where such a partnership is likely to deliver better value for money, based on cost, time and financial arrangements than traditional delivery methods.
- 1.4 Commitment of Council resources to any such partnership will generally be in the form of grant, loan, investment, or loan guarantee.

2. CIRCUMSTANCES WHERE THE CENTRAL OTAGO DISTRICT COUNCIL MAY CONSIDER PARTNERSHIPS WITH THE PRIVATE SECTOR

- 2.1 These are where:
- A need has been defined in measurable output terms;
 - Outcomes for the community, measured in cost, quality and timeliness exceed any other provision;
 - The project is structured to optimise risk allocation in order to generate the incentives for cost effective, high quality services;

- There is an identifiable market of bidders prepared to compete for the opportunity to undertake the project;
- There is scope for the private sector to demonstrate particular skills and/or innovative capacity; and
- The project size justifies the transaction and ongoing management costs.

3. CONSULTATION

3.1 Any proposal for a partnership with the private sector that involves the allocation of Council funds and/or resources, will be tested against community consideration, using the consultation procedures required by sections 78 and 79 of the Act.

4. CONDITIONS

4.1 The following conditions will apply:

- Private participation will be subject to competitive tendering processes, with an emphasis on transparency and disclosure of processes and outcomes, acknowledging the need to protect commercial confidentiality where appropriate;
- Any proposed partnership will be assessed against the public interest in terms of effectiveness, accountability, and transparency, together with the need to ensure equity for disadvantaged groups, public access, consumer law, and security and privacy rights;
- The conduct of the Council will always be such that confidence in the probity of the partnership model and the way it is implemented is able to be maintained at all times;
- Outputs will be clearly specified including measurable performance standards;
- Payments will only be made upon delivery of the specified services to the required standards;
- The partnership will be a relatively long term commitment, with the term depending on the nature of the project;
- All private sector parties will be fully accountable to the Council for the delivery of the specified project and/or services;
- Risk allocation between the partners will be clear and enforceable, with consequential financial outcomes;
- The Council's responsibilities for the monitoring of outcomes will be clearly articulated; and
- Mechanisms for delivering ongoing value for money will be included.

5. RISK IDENTIFICATION ALLOCATION AND MANAGEMENT

- 5.1 The major principle governing risk will be a risk transfer regime where risk will be transferred to whoever is best able to manage it taking into account public interest considerations.
- 5.2 Whoever is allocated risk must have the freedom to choose how to handle and minimise any risk, with materiality being considered.
- 5.3 Where the Council is not the only user of an asset, demand (or volume/usage) risk may also be transferred.

6. MONITORING AND REPORTING

- 6.1 Transparency and disclosure of the processes and outcomes will be key elements in the design and operation of partnership contracts.
- 6.2 Progress on partnership contracts will be monitored and reported each meeting of the Council.
- 6.3 Community outcomes will be assessed and monitored as required under the Annual Report requirements of the Act.

G. POLICY ON APPOINTMENT AND REMUNERATION OF DIRECTORS TO COUNCIL CONTROLLED ORGANISATIONS AND COUNCIL ORGANISATIONS

1. INTRODUCTION

1.1 Section 57(1) of the Local Government Act 2002 (the Act) requires a local authority to adopt a policy that:

“sets out an objective and transparent process for –

- (a) the identification and consideration of the skills, knowledge, and experience required of directors of a council organisation; and*
- (b) the appointment of directors to a council organisation; and*
- (c) the remuneration of directors of a council organisation.”*

1.2 Section 6 of the Act defines a council controlled organisation and a council organisation.

1.3 A council controlled organisation is, inter alia, any organisation in which a council controls more than 50% of the directors.

1.4 A council organisation is any organisation, inter alia, in which a council controls any proportion of the voting rights or can appoint any directors.

1.5 “Directors” includes trustees, managers etc of an organisation.

2. COUNCIL CONTROLLED ORGANISATIONS (CCO’S)

2.1 Skills

The Council considers that any person that it appoints to be a Director of a CCO should, as a minimum, have the following skills:

- intellectual ability
- an understanding of governance issues
- either business experience or other experience that is relevant to the activities of the organisation (or both)
- sound judgement
- a high standard of personal integrity
- the ability to work as a member of a team
- commitment to the principles of good corporate citizenship
- understanding of the wider interests of the publicly accountable shareholder

2.2 Appointment Process

When vacancies arise in any CCO, the Council will follow the following process for appointing Directors.

The Council will decide in open Council whether to advertise a particular vacancy or to make an appointment without advertisement. When making this decision the Council will consider:

- the costs of any advertisement and process
- the availability of qualified candidates
- the urgency of the appointment (a CCO that is without a quorum cannot hold board meetings)

2.3 Appointment by Advertisement

Where the Council decides to advertise a vacancy, it will form an ad hoc committee comprising of the Mayor and Deputy Mayor to consider applications and make a recommendation to the Council.

2.4 Appointment without Advertisement

Where the Council decides not to advertise a particular vacancy it will refer the matter to the Executive Committee.

The Committee will identify a shortlist of candidates whom it considers meet the above criteria and will forward those to Council together with a report explaining why these candidates meet the criteria. The Committee may make a recommendation.

2.5 Final Appointment

The Council will make a decision in committee (thus protecting the privacy of natural persons). Public announcement of the appointment will be made as soon as practicable after the Council has made its decision.

An elected member who is under consideration to fill a particular vacancy may not take part in the discussion or vote on that appointment.

2.6 Conflicts of Interest

The Council expects that the directors of council organisations will avoid situations where their actions could give rise to a conflict of interest. To minimise these situations the Council requires directors to follow the provisions of the New Zealand Institute of Director's Code of Ethics. All Directors are appointed at 'the pleasure of the Council' and may be dismissed for breaches of this code.

2.7 Remuneration

Remuneration of directors of CCOs is a matter of public interest.

Where the Council is the sole shareholder in a particular organisation the Council will set the directors' remuneration either by resolution at the annual general meeting, or will review salaries on an annual basis (for those

organisations that do not have such a meeting). In reaching a view on the appropriate level of remuneration for directors of council organisations the Council will consider the following factors:

- the need to attract and retain appropriately qualified people to be directors of the CCO
- the levels and movement of salaries in comparable organisations (the Council will retain professional advice on salary levels and movements)
- the objectives of the CCO (in particular whether or not the CCO operates on a charitable basis)
- the past performance of the CCO
- whether the CCO is operating as a trading undertaking
- the financial situation of the CCO

In cases where the Council cannot exercise direct control, such as in an organisation where it is one shareholder among many, it will conduct its own monitoring of salaries against the above factors and will publicly disclose the name of any CCO which it considers is not complying with the above factors.

3. COUNCIL ORGANISATIONS (CO'S)

- 3.1 Council and its Community Boards are often invited to supply representatives to various local groups.
- 3.2 Council or Community Boards appoint their members to organisations based on the willingness and knowledge of a member to be a representative.
- 3.3 Appointments are for the life of a Council/Community Board.
- 3.4 No remuneration is made for any appointments of Councillors or Board members to COs.
- 3.5 If Council or Community Boards appoint non-members to organisations, the applicants will be selected and appointed in compliance with each organisation's trust deeds.

4. EFFECTIVE DATE

- 4.1 This policy came into effect on 1 July 2004.

H. DEVELOPMENT AND FINANCIAL CONTRIBUTIONS POLICY

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OVERVIEW

The overall policy document is split into four parts with Part 1 being included within the 2009/19 LTCCP. This overview briefly outlines what is contained within each part.

Part 1 is CODC's 2009 Policy on Development and Financial Contributions.

Parts 2, 3 and 4 make up the Detailed Supporting Document. These contain:

Part 2 outlines the calculation methodology used for calculating development contributions.

Part 3 provides the details of specific elements of the development contributions calculation model.

Part 4 provides direction for assessing development contributions for specific developments and subdivisions.

The Policy and Detailed Supporting Document is publicly available from CODC upon request. Provisions for both development and financial contributions are discussed as they have different procedural matters relating to them.

MAJOR CHANGES FROM THE PREVIOUS POLICY

The major changes from the previous Policy (Version of 12/2/2007) and the Detailed Supporting Document are listed below:

- Development Contributions for Community Facilities have been removed from the 2009 Policy.
- An urban Cromwell water supply development contribution has been adopted for development in the Cromwell township.
- Lowburn, Bannockburn, the Pisa area, the rural residential and residential resource areas surrounding Cromwell have been grouped together for the purpose of development contributions.
- Inclusion of development contributions for Naseby, Roxburgh and Ranfurly water supply and wastewater. Roxburgh growth expenditure shall be 50% funded through development contributions.
- A deferral of development contributions payment clause has been added to the 2009 Policy.
- A debt collection clause and a developer's provision of assets clause have been added.
- The structure of the Policy and the Detailed Supporting Document has been modified as described in the Overview above. Part 1 contains the Policy and only this section will be held within the LTCCP.
- Additional information has been added to the roading section to assist with assessing developments and subdivisions. These are described in Part 4 of the Detailed Supporting Document.

PART 1: POLICY ON DEVELOPMENT AND FINANCIAL CONTRIBUTIONS

Introduction

The policy has been prepared to meet the disclosure requirements of the LGA 2002, particularly Section 106 of this Act – Policy on Development Contributions and Financial Contributions. The Local Government Act (LGA) 2002, s106, requires a local authority to adopt a Policy on Development and Financial Contributions (the Policy).

This policy defines what development and financial contributions Council will require when subdivisions and developments increase the demand for Council services. Included are methods for assessing residential, accommodation, commercial and industrial contributions. The policy defines the value of the contributions required for various catchments or contributing areas.

There are a number of contributions that Council considers appropriate to levy on subdivisions and developments. The principal basis for levying these contributions against subdivisions and development is to ensure that those who create the demand for additional services/assets pay fairly and reasonably for this.

Council is required to adopt a policy on development contributions and financial contributions as part of its Long Term Council Community Plan (LTCCP). This policy may be amended outside the LTCCP adoption process. However any amendment of this nature must proceed using the Special Consultative Procedure as outlined in Section 83 of the LGA 2002.

Financial Contributions are defined by s108 of the Resource Management Act (RMA) 1991 and collected using the provisions of the District Plan. Contributions are assessed based on the environmental effects of growth. These are defined in Chapter 15 of the Central Otago District Plan.

Financial contributions has the meaning given to it by s109(a) of the Resource Management Act 1991 i.e.

- a) *Money; or*
- b) *Land, including an esplanade reserve or esplanade strip (other than in relation to a subdivision consent), but excluding Maori land within the meaning of the Maori Land Act 1993 unless that Act provides otherwise; or*
- c) *A combination of money and land.*

Development Contributions are contributions defined by the provisions of Part 8 Subpart 5 and Schedule 13 of LGA 2002. Development contributions are assessed based on the fiscal implications of growth.

Purpose

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 wellbeing of the community. Providing infrastructure in anticipation of growth is an obligation of Council. Council will often invest in infrastructure capacity well in advance of the uptake of that capacity. Therefore recouping the growth component of this investment is an obligation Council has on behalf of the community.

Council also considers it important to ensure that the funding of this infrastructure is fair, reasonable and equitable. The existing community has invested in its needs and enjoys the benefits derived from those assets and services. Council considers it appropriate to use development and financial contributions where new subdivision and development benefit from existing infrastructure, generate need for additional infrastructure and/or require infrastructure extensions.

Section 106 of the LGA 2002 identifies that both development and financial contributions can be used. However the Local Authority must clearly demonstrate that no “double dipping” (charge twice for the same effect/benefit) will occur. This policy clearly defines when a development contribution versus a financial contribution will be required.

Activities Covered By This Policy

Council activities included in this policy are:

1. **Network infrastructure** for water supplies, wastewater and roading.
2. **Reserves.**
3. **Financial contributions of non-fiscal nature** as defined by Chapter 15 (operative) of the Central Otago District Plan and any subsequent variation.

Summary of Development and Financial Contributions Payable

Council may levy contributions in accordance with Tables 1 and 2 over the duration of the LTCCP. This policy may be amended under the annual update process as described in the Monitoring, Review and Development/Financial Contributions Policy Update section in the Policy.

The two tables demonstrate the type of contribution sought by geographical area, by asset type and under what legislation these will be collected. Development contributions are detailed in Table 1 and financial contributions are detailed in Table 2. The figures provided in Tables 1 and 2 are GST exclusive.

Development contributions for water supply, wastewater and roading have been identified where growth costs have or are expected to occur. These are detailed in Table 1 below and are calculated in accordance with the Detailed Supporting Document. Maps showing the water and wastewater network scheme boundaries can be found in the final section of this policy.

Financial contributions will continue to be collected under the District Plan Provisions. These are detailed in Table 2.

Table 1:- Schedule of Development Contributions (excludes GST)

Area	Water Supply (per DE)	Wastewater (per DE)	Roading per Lot/Activity	
Alexandra	\$ 4,014	\$ 1,133	Residential Business	\$ 1,472
Clyde	\$ 3,079	n/a		\$ 4,386
Cromwell – Urban	\$ 1,381	\$ 3,048		
Outer Cromwell - Rural Residential, Residential Resource Areas, Bannockburn, Pisa and Lowburn	\$ 2,463	See Financial Contributions – Table 2.		

Area	Water Supply (per DE)	Wastewater (per DE)	Roading per Lot/Activity	
Omakau/Ophir	\$ 2,598	\$ 460		
Ranfurly	\$ 1,889	\$ 583		
Roxburgh	\$ 1,163	\$ 1,027		
Naseby	\$ 4,142	\$ 1,108		
Patearoa	See Financial Contributions – Table 2			
Other Urban Areas	Watching brief should growth create demand for additional assets/services.			
Other Rural Areas				

Note 1: Development Contribution charges will vary dependent upon the type of development / land use. Refer to Part 4 of the Detailed Supporting Document for the method of assessing developments and subdivisions using land use differentials. The business roading contribution described above is per business activity as defined in Part 4 of the Detailed Supporting Document.

Note 2: Stormwater Development Contributions will not be charged at present however this is open for review should growth create demand for additional assets/services.

Note 3: Community Facilities Development Contributions have been removed from the 2009 Policy. Financial Contributions will still apply for Reserves where applicable.

Table 2: Schedule of Financial Contributions (excludes GST)

Area	Water Supply	Wastewater	Roading	Reserves
Alexandra Clyde Cromwell – Urban Omakau/Ophir Roxburgh Ranfurly Naseby Other Urban Areas	n/a	n/a	Environmental effects based.	\$1,644 Maintain existing provisions in the District Plan 1 Land; or 2 Cash in lieu of land; or 3 Both
Lowburn and Pisa	n/a	Lowburn-Pisa Sewer extension contributions = \$3,653		
Bannockburn	n/a	Treatment = \$1,000 Sewer Extension = \$3,000		
Patearoa	Patearoa – Town and Rural Water Supply = \$1,096			
Other Rural Areas	n/a	n/a		

Note 1: Financial Contributions (with the exception of the Patearoa Water Supply and Bannockburn Wastewater Financial Contributions) are inflated annually based on Statistics NZ Construction Index PPIQ.SNE. They are updated to the December 2008 quarter in the above table.

Note 2: Financial Contributions for Bannockburn Water Supply are now fully subscribed and were removed from this Policy on Development and Financial Contributions. Alexandra Pines and Reservoir Upgrades are now fully subscribed and were removed from the 2005 Policy on Development and Financial Contributions.

Note 3: General Financial Contribution provisions in the operative District Plan allow for contributions to be sought against various assets and for various environmental effects (no explicit contributions identified). These are detailed in Chapter 15.6 of the District Plan and will be maintained.

Implementation Date

This 2009 Policy has been consulted on and adopted as part of the 2009-19 LTCCP process. The financial and development contributions identified in this Policy shall be applied to all consents with an application date on or after 1 July 2009.

Any consent applied for prior to 1 July 2009 will be assessed under the provisions of the Policy in place on the date of consent application.

Significant Assumptions

Best Available Knowledge

All information used in the calculation of development contributions is the best available at the time of the calculation models being prepared. Council is proceeding with numerous strategic studies which will aid in delivering improved information. Council will update the Policy at reasonable intervals. Council considers it fiscally prudent to have contributions in place now to ensure the recovery of growth costs. Delays to implement this process are considered unacceptable and would unfairly burden the existing population with these costs.

Growth Projections

The findings of a district wide growth projections study completed by Rationale Ltd in July 2008 were used as the basis for forecasting growth. The growth study considers Statistics New Zealand (SNZ) census data and SNZ projections. The study provides growth projections for each Census Area Unit and a more detailed analysis of specific urban areas.

Growth estimates have been prepared for each contributing area using dwelling equivalents. The starting point uses existing connections from the CODC rates database. These are converted to dwelling equivalents for non-residential connections using the differentials described in Part 3 and 4 of the Detailed Supporting Document. The annual growth factors from the above study are applied to forecast the growth in dwelling equivalents.

Financial Considerations

The following are key financial considerations applied in the model:

1. All figures are in current New Zealand dollars – effective 1 July 2009 and are GST exclusive.
2. Inflation is applied to past capital projects only.
3. Interest costs have been assessed based on the weighted average cost of capital over the 10 year period from 2009. The cumulative net deficit between the contributions anticipated to be collected and the growth costs over the 10 year period are used to determine the proportion of the growth cost that will be funded by debt. An interest rate of 5.0% has been applied.
4. Capital projections are those that have been applied in the LTCCP effective at 1 July 2009. Actual expenditure for the years to and including 2007/08 has been used. Amendments to the CAPEX programme have been made to account for budgets carried forward and expenditure changes. The public nature and auditability of these capital projections provides additional confidence to the process. Schedule 10 of the LGA 2002 prescribes significant disclosures including growth, renewal and level of service apportionments.

Monitoring, Review and Update of the Policy on Development and Financial Contributions

Council may update the Policy through the Annual Plan or LTCCP consultation processes or using the special consultative procedure. Council will monitor and review the following:

- Annual Calculation Updates:
 - Identify capital expenditure actually undertaken and whether the projections remain reasonable. This may include adding more capital projects or deleting others.
 - Update capital costs to reflect a year of inflation. This will be based on a 50/50 split of the SNZ Labour Cost Index: Private Sector: Construction and the Producer Price Index: Construction.
 - Review population projections.
 - Any Asset Planning initiatives including changing levels of service and updated capital projections.
 - Update any new information that comes available. This may include updated population projections, additional zoning and scheme boundary changes.
 - Correction of any errors or omissions.
 - Amendment of growth apportionments.
 - Update Financial Contributions (with the exception of the Patearoa Water Supply and the Bannockburn Treatment and Sewer Extension Financial Contributions) for inflation based on Statistics NZ Construction Index PPIQ:SNE.
- Annual Policy Reviews:
 - Any changes to the policy direction of Council that effect this policy. This may include changes to the LTCCP, Revenue and Financing Policy and strategic studies
 - New information affecting the land use differential analysis.

Financial contributions will be updated for inflation annually as part of the Annual Plan process. Where financial contributions are inflated, and differ from those contained within this Policy on Development and Financial Contributions, the financial contributions defined in the Annual Plan will take precedence.

This policy was first adopted by Council in 2004. It was amended and updated following the 2005 annual review. A 2006 Policy was then adopted as part of the 2006 LTCCP process and amended for roading in 2007.

Contribution Triggers

Statutes define different triggers for financial contributions and development contributions. These are:

- i. **Financial Contributions** - As defined by chapter 15.5.1 of the District Plan, namely required as a condition of:
 - Subdivision consent and/or
 - Land use consent
- ii. **Development Contributions** – As defined by s198 of the LGA 2002 may be required when.
 - A resource consent is granted; or
 - A building consent is granted; or
 - A service connection is authorised.

Both financial contributions and development contributions relate to demand for assets and/or resources. Once the Council has assessed the demand and a contribution has been

determined and paid, provided the demand does not change then no further contributions will be required. Council will consider issues of equity, fairness and reasonableness when applying development contributions at these phases of subdivision and development.

The sequence of development is not always consistent. Hence financial and development contributions will be required at the first available opportunity. At each and every subsequent opportunity the development may be reviewed in terms of both types of contributions. Additional contributions will be required if the demand assessed for the development exceeds those previously paid for.

Notification

Notification procedures are different for both financial and development contributions.

Financial contributions are a condition of resource consent and are payable to ensure compliance with that consent. Financial contributions payable will be notified on both subdivision and land use resource consent decisions.

Development contributions are **not** a condition of resource consent. Council will however attach a Development/Financial Contributions Demand to the following documents where appropriate:

- Resource Consents – subdivisions and land use.
- Building Consent
- Service Connection Authorisations

The Development/Financial Contributions Demand will include a list of contributions payable, details of any calculations undertaken in terms of assessing demand, details of existing credits known to Council and when payment is required.

The Development/Financial Contributions Demand includes a statement of contributions for a specific allotment. Therefore any changes in demand can be assessed giving consideration of existing credits.

Timing of Payment

Financial Contributions - timing of payments are defined in section 15.5.1 of the District Plan. This section identifies the following:

(a) *Financial Contributions of money shall generally be paid as follows:*

- (i) *In the case of a resource consent for land use prior to the commencement of that use.*
- (ii) *In the case of a resource consent for subdivision prior to the issue of a certificate under section 224 of the Act* provided that in circumstances where the adverse effect (or a significant portion of that effect) created by the subdivision and/or development will not occur until sometime in the future then Council may defer the financial contribution through the use of covenants, bonds, consent notices or the review of conditions as appropriate.*
- (iii) *In the case of financial contributions of money on permitted activities, prior to the issue of the building consent or commencement of the activity.*

(b) *Financial contributions of land shall be vested in Council immediately upon the land being able to legally vest."*

* Act meaning the Resource Management Act 1991

Development Contributions – will be payable as follows:

- Resource consent (subdivision) - prior to the issue of S224c certificate (See section 208 of Local Government Act 2002). Council will consider applications for deferral of payment under the following clause:
 - *In the case of a subdivision consent prior to the issue of a certificate under section 224(c) of the Resource Management Act 1991, provided that in circumstances where the effects, or a significant portion of the effects, created by the subdivision will not occur until sometime in the future, then the Council may defer the payment of the development contribution provided it is satisfied that appropriate security by way of registering the development contribution under the Statutory Land Charges Registration Act 1928, as a charge on the title of the land in respect of which the development contribution was required and within a timeframe agreed being no greater than 5 years from the issue date of the certificate under section 224(c) of the Resource Management Act 1991.*
- Resource consent (other) - prior to commencement of the consent except where a building consent is required then payment shall be within 90 days of the issue of the building consent (as below);
- Building consent – 90 days from granting the building consent or prior to the issue of the code of compliance certificate, whichever comes first;
- Service connection - prior to connection.

Unusual Developments

Council reserves the right to individually assess any development or activity that it deems to create a significantly different demand on infrastructure than could usually be expected under their relevant category. For example, a swimming pool may be classified under commercial but it will have a significantly different water use than generally allowed for under the commercial category.

Where alterations are made to an existing business building and work exceeds \$500,000, a fixed roading development contribution will be charged. Any alterations to an existing business building where work is less than \$500,000 shall be exempt a roading development contribution. Section 15.6.4 of Council's District Plan identifies developments required to pay a Development Impact Levy. Developments meeting the test for a development impact levy are also considered unusual developments in relation to this Policy.

Developer Provision of Assets

Where any service serves or is intended to serve land in a subdivision or development and other land, the liability of the consent holder shall be limited to the extent to which the service serves or is intended to serve the land in the subdivision or development.

Credits

Different credit systems apply to financial contributions and development contributions.

Financial Contributions – credits and refunds are detailed in section 15.5.2 of the District Plan. This section identifies the following in relation to credits.

- (b) *With respect to assessing financial contributions for reserves the following credit shall apply:*

- i. In the case of residential subdivision and/or development, a credit will be given for any financial contribution paid at the time of a previous subdivision and/or land use consent.*
 - ii. In the case of subdivision, credit will be given for the number of allotments that existed prior to the subdivision, including the number of allotments that could have accommodated dwellings in the context of residential subdivision.*
 - iii. Credit will be given when the facilities for general public use are provided as part of the subdivision and/or development.*
- (c) When as a condition of a resource consent a financial contribution was made in respect to the provision of two or more households on one allotment without subdivision and the allotment is subsequently subdivided to create separate allotments to accommodate those household units no further financial contribution shall be paid.*

Development Contributions – There are three types of development contribution credits anticipated:

- (1) Historic Credits – Deemed;
- (2) Historic Credits – Paid; and
- (3) Actual Credits

These are described in Table 3 overleaf.

It should be noted that these credits will be specific to the service for which they were paid (i.e. not transferable between services, for example a positive reserve contribution will not be able to offset a water contribution). They will also be site specific (not transferable) and non refundable unless the refund provisions of the Act apply.

Table 3: Summary of Credits Applicable

Type of Credit	When do they apply?	Who is responsible for them?	The following credits are anticipated (not intended as an exclusive list) :		Time Limit	Comments
			Stage / Type of Development	Details of Credit		
Historic Credits – Deemed	Historic Credits (Deemed) will apply to sites that existed prior to the requirement for development contributions. Historic Credits (Deemed) will not apply to roading contributions for Business developments.	Council will determine if a site has an historic entitlement. Any historic entitlement will be identified on the Development / Financial Contribution Demand and will be converted to Dwelling Equivalents for each type of service.	<i>Subdivision Residential</i>	- For residential subdivisions (where the residual lot remains residential) the existing lot will be allocated a credit of one dwelling equivalent and no Development Contribution will be payable on the residual lot.	Any excess historical credits that are identified as a result of an amalgamation of individual titles will accrue on the new amalgamated title but will lapse if not utilised within a period of three years.	
			<i>Subdivision Rural</i>	- Where subdivision of undeveloped rural land occurs, one dwelling equivalent credit will be applied.		
			<i>Subdivision Commercial & Industrial</i>	- One historic credit, except in the situation where a cash development contribution has already been paid. This situation is discussed below under the sections Historic Credits – Cash and Actual Credits. - Historic Credits – Deemed will not apply to roading contributions for Business subdivisions on vacant land, i.e. undeveloped.		
			<i>Development Residential</i>	- Where a residential subdivision is developed (i.e. vacant lot built upon) one Dwelling Equivalent credit will be allocated to each underlying lot.		
			<i>Development Rural</i>	- Where development occurs which supports the existing pastoral land use, no contributions will be payable. - Where development occurs and the land use is not pastoral, credits will be given based on the number of Dwelling Equivalents prior to development.		
			<i>Development Commercial & Industrial</i>	- New development on vacant commercial land will be given one dwelling equivalent historic credit, except in the situation where a cash development contribution has already been paid. This situation is discussed below under the sections Historic Credits – Cash and Actual Credits. - Redevelopment of non-residential sites will be given historical credits based on existing Dwelling Equivalents. - Historic Credits – Deemed will not apply to roading contributions for Business developments except where there is an underlying existing land use occurring, i.e. residential.		
			<i>Development Hotel & Accommodation</i>	- Redevelopment of non-residential sites will be given historical credits based on existing Dwelling Equivalents. - Historic Credits – Deemed will not apply to roading contributions for business developments.		

Type of Credit	When do they apply?	Who is responsible for them?	The following credits are anticipated (not intended as an exclusive list) :		Time Limit	Comments
			Stage / Type of Development	Details of Credit		
Historic Credits – Paid	Historic Credits (Paid) will apply to undeveloped lots where development contributions have been paid at the time of subdivision or where development contributions have been paid at the time of development under a prior version of the Policy on Development and Financial Contributions.	Developers may request a cash credit. The Council invites applicants to submit with their applications records of the amount paid at the time of the subdivision. The Council will then take into account the dwelling equivalent credits paid in determining the total development contributions payable for each service.	<i>Development Commercial & Industrial</i>	- Where contributions have been paid at the time of subdivision under a prior version of the Policy on Development and Financial Contributions the appropriate dwelling equivalent credit will be given. - When redevelopment of an existing property occurs, the appropriate dwelling equivalent credit will be given for the development that exists prior to redevelopment.	There will be no time limit within which these credits must be used.	In some instances, particularly industrial and commercial sites, the amount paid may exceed the amount required under the new policy. If there is a surplus this will be recorded on the Development / Financial Contribution Demand. This cash credit may be used to off-set contributions that would otherwise be payable on future development and expansion of activities on the site.
			<i>Development Hotel & Accommodation</i>	- Where contributions have been paid at the time of subdivision under a prior version of the Policy on Development and Financial Contributions the appropriate dwelling equivalent credit will be given. - When redevelopment of an existing property occurs, the appropriate dwelling equivalent credit will be given for the development that exists prior to redevelopment.		
Actual Credits – Paid	Actual credits will apply to those subdivisions or developments where contributions have been paid under this, the 2009 Policy on Development and Financial Contributions.	Details of assessments made and payments received will be recorded on the Development / Financial Contributions Demand.	<i>Development Commercial & Industrial</i>	- Where contributions have been paid at the time of subdivision under the 2009 Policy on Development and Financial Contributions credits will be given for contributions paid.	There will be no time limit within which these credits must be used.	Where a developer provides works / services in excess of that required by the Council and this is documented by way of a written agreement a credit may be given. The works will be valued and then deducted from the relevant contribution category.
			<i>Development Hotel & Accommodation</i>	- Where contributions have been paid at the time of subdivision under the 2009 Policy on Development and Financial Contributions credits will be given for contributions paid.		

Commercial and Industrial Developments on Rural Zoned Land

When the need for a Resource or Building Consent on rural zoned land arises or a service connection is made a development contribution may be required. Pastoral land is considered the baseline land use for rural zoned land. When the land use changes a development contribution may be required.

Where development occurs which supports the pastoral land use, but does not change it, the developer will not be liable for contributions. In this instance it is assumed that supporting the existing land use will not generate additional demand on Council's infrastructure. The construction, for example of a hay or implement shed would not generate any additional demand if its sole purpose was to support a pastoral land use.

Where the land use deviates from pastoral, contributions will be assessed and may be payable. The land uses or types of development that follow are not considered to be pastoral:

- Pack houses,
- Processing plant,
- Dairy farms,
- Buildings or works supporting land uses other than pastoral,
- Forestry.

Any activity that increase demand on Council infrastructure may be assessed for development contributions.

Objections Process

Stage 1: An applicant can request an **internal review**. This will be completed by CODC at an officer level. This may include seeking additional professional advice should there be a serious question to answer. This process will focus on the calculations and any procedural matters. If this proves to be unsatisfactory to the applicant, the applicant can progress to stage 2.

Stage 2: An applicant can seek remedies via the **justice system**. This may be by way of an Environment Court hearing to the conditions of resource consent for financial contributions or seeking a judicial review in the High Court for development contributions.

Council maintains the right, at any stage, to direct the applicant to Stage 2 on the basis Council considers there is no reasonable question to be answered. However, Council will take all practicable and reasonable steps to avoid this.

Remission and Reimbursement

Remission

There will be no remission except in exceptional circumstances. These are at the discretion of the Chief Executive.

Remissions on the basis of seasonal activity or reduced demand on specific assets will only be allowed where the actual demand can be demonstrated to be significantly different from a

typical development. Furthermore it must be demonstrated that the demand will not increase if the development was to be used differently.

Reimbursement

A reimbursement maybe sought where it can be demonstrated that the subdivision or development has amassed development/financial contribution credits against it. Example: Where a contribution has been assessed as a condition of a land use consent (subdivision) based on likely future land use and where that future (conceivable final land use) is substantially and materially different.

Non Payment

If **financial contributions** are not paid in accordance with the above provisions and to the satisfaction of Council, Council may:

1. Withhold issue of a certificate under section 224 of the Act for subdivision;
2. Prevent commencement of a land use consent.

If **development contributions** are not paid in accordance with the above and to the satisfaction of Council, Council may as it is permitted under section 208 of the Local Government Act 2002:

- Withhold S224c Certificate on a subdivision;
- Prevent the commencement of a resource consent for a development;
- Withhold a code of compliance certificate under the Building Act;
- Withhold a service connection to a development;
- In each case the Council may register the Development Contribution under the Statutory Land Charges Registration Act 1928 as a charge on the title of the land for which the contribution was required.

Refund of Contributions

Different refund rules apply to financial contributions and development contributions.

Financial Contributions – credits and refunds are detailed in section 15.5.2 of the District Plan. This section identifies the following in relation to refunds.

(a) *Where:*

- i. *A resource consent which includes a condition requiring a financial contribution lapses or is cancelled or surrendered in accordance with the provisions of the Act; or*
- ii. *The activity or relevant part of the activity in respect of which the resource consent was granted does not proceed.*

Council shall pay or return to the person entitled in accordance with 15.5.3(a)(v) below the financial contribution less a value equivalent to the costs incurred by the Council in relation to the activity and its discontinuance provided that Council shall not repay or credit the value of any work or services actually provided as a result of a financial contribution of money before the resource consent lapses, or is cancelled or surrendered, or does not proceed.

And:

- (d) *Where a financial contribution is made for the provision of a particular work or service and the Council subsequently resolves not to proceed with that work or to provide that service or where the work does not proceed within a time period of 10 years from*

the date that the contribution is paid or such shorter or longer time period as stated in the resource consent, the financial contribution shall be refunded to that person entitled in accordance with 15.5.3(a)(v) below plus the value of any interest accrued on the financial contribution whilst in the possession of the Council less the costs incurred by the council in relation to design or other costs incurred in planning for the provision of the particular work or service.

Development Contributions – Sections 209 and 210 of the LGA 2002 outline the circumstances in which the Council must refund or return to the consent holder a development contribution. These include:

- Where a development or building does not proceed, the resource consent or building consent lapses or the resource consent is surrendered.
- Where the Council does not provide the reserve, network infrastructure or community infrastructure for which the development contribution was required.

Where Council required a development/financial contribution as part of subdivision or development activities and where the documentation (resource consent, building consent or service connection authorisation) permitting that subdivision or development has lapsed, Council will refund the contribution if paid. This does not prevent Council from requiring development/financial contributions in the future. Council may retain a portion of the contribution of a value equivalent to the costs incurred by the Council in processing/assessing the contribution required by the subdivision or development.

Delegations

Council shall determine where a development or financial contribution will be sought. It has the authority to set the quantum of those contributions. The Chief Executive will ensure the Policy is implemented.

Debt Collection

The Council will commence debt collection in accordance with normal debt collection processes.

Administration

Council's planning department will be responsible for issuing Development Contribution demand notices on the relevant applications.

Capital Expenditure for Development Contributions

Table 4: Water Supply - Capital Expenditure for Development Contributions

Project Summaries	10 Year Total Capital Cost (2009 \$'s)	Growth Funded (2009 \$'s)	Funded by Other Sources (2009 \$'s)	Percentage Attributed to Growth	Growth Cost to be Funded by Development Contributions	Historic Growth Cost (Capacity) Consumed 2009-18	Future Growth Cost (Capacity) Consumed 2009-18	TOTAL Growth Cost (Capacity) Consumed 2009-18	Weighted Average No of DE's to Apportion Growth Cost 2009-18	Contribution Per DE (2009 \$'s)
WATER SUPPLY - ALEXANDRA										
Flowmetering - Alexandra	1,261,634	270,327	991,307	21%	100%	55,116	157,099	212,215	474	448
Instrumentation - Alexandra	55,000	6,295	48,705	11%	100%	2,503	4,169	6,672	474	14
Management - Alexandra	275,229	130,184	145,045	47%	100%	29,368	126,579	155,947	474	329
Plant and Machinery - Alexandra	305,000	51,590	253,410	17%	100%	55,371	24,661	80,032	474	169
Reticulation - Alexandra	3,159,103	178,998	2,980,105	6%	100%	304,532	68,090	372,622	474	786
Storage - Alexandra	2,425,000	443,998	1,981,002	18%	100%	-	144,329	144,329	474	304
Treatment - Alexandra	8,000,000	1,550,806	6,449,194	19%	100%	334	736,191	736,525	474	1,554
Future Development - Alexandra	5,200,000	1,040,000	4,160,000	20%	100%	-	194,637	194,637	474	411
ALEXANDRA	20,680,966	3,672,198	17,008,768	18%		447,225	1,455,755	1,902,979		\$4,014
WATER SUPPLY - CLYDE										
Flowmetering - Clyde	255,385	53,388	201,997	21%	100%	22,650	39,593	62,243	192	324
Instrumentation - Clyde	20,000	2,713	17,287	14%	100%	1,210	1,932	3,142	192	16
Management - Clyde	80,006	7,001	73,005	9%	100%	1,852	6,014	7,865	192	41
Plant and Machinery - Clyde	109,000	100,000	9,000	92%	100%	77,002	71,677	148,679	192	774
Reticulation - Clyde	359,481	57,829	301,652	16%	100%	131,392	36,573	167,965	192	874
Storage - Clyde	150,000	16,346	133,654	11%	100%	130,955	7,334	138,289	192	720
Treatment - Clyde	770,216	46,831	723,385	6%	100%	-	29,220	29,220	192	152
Future Development - Clyde	390,000	78,000	312,000	20%	100%	-	34,318	34,318	192	179
CLYDE	2,134,088	362,108	1,771,980	17%		365,061	226,661	591,722		\$3,079
WATER SUPPLY - CROMWELL URBAN										
Flowmetering - Cromwell	1,243,033	350,786	892,247	28%	100%	30,510	154,767	185,278	905	205
Instrumentation - Cromwell	50,231	9,999	40,232	20%	100%	7,592	6,244	13,836	905	15
Management Cromwell	182,012	61,615	120,397	34%	100%	3,121	55,602	58,723	905	65
Plant and Machinery - Cromwell	456,477	109,019	347,459	24%	100%	66,597	51,353	117,950	905	130
Reticulation - Cromwell	931,776	200,309	731,467	21%	100%	393,322	67,229	460,551	905	509
Storage - Cromwell	1,872,585	1,288,899	583,685	69%	100%	-	394,359	394,359	905	436

Project Summaries	10 Year Total Capital Cost (2009 \$'s)	Growth Funded (2009 \$'s)	Funded by Other Sources (2009 \$'s)	Percentage Attributed to Growth	Growth Cost to be Funded by Development Contributions	Historic Growth Cost (Capacity) Consumed 2009-18	Future Growth Cost (Capacity) Consumed 2009-18	TOTAL Growth Cost (Capacity) Consumed 2009-18	Weighted Average No of DE's to Apportion Growth Cost 2009-18	Contribution Per DE (2009 \$'s)
Treatment - Cromwell	427,745	102,792	324,953	24%	100%	-	19,637	19,637	905	22
Future Development - Cromwell	0	0	-	0%	100%	-	-	-	905	0
CROMWELL URBAN	5,163,859	2,123,418	3,040,441	41%		501,143	749,191	1,250,333		\$1,381
WATER SUPPLY - OUTER CROMWELL										
Flowmetering - Outer Cromwell	823,820	304,676	519,143	37%	100%	-	143,345	143,345	814	176
Instrumentation - Outer Cromwell	24,769	11,127	13,642	45%	100%	8,168	6,814	14,982	814	18
Management Outer Cromwell	106,848	56,548	50,301	53%	100%	3,330	50,152	53,482	814	66
Plant and Machinery - Outer Cromwell	260,636	92,354	168,282	35%	100%	39,229	45,909	85,138	814	105
Reticulation - Outer Cromwell	459,456	163,429	296,026	36%	100%	1,096,872	65,522	1,162,394	814	1,429
Storage - Outer Cromwell	1,879,400	1,298,093	581,308	69%	100%	304	521,747	522,051	814	642
Treatment - Outer Cromwell	210,919	76,997	133,922	37%	100%	-	21,991	21,991	814	27
Future Development - Outer Cromwell	0	0	-	0%	100%	-	-	-	814	0
OUTER CROMWELL	3,765,848	2,003,225	1,762,624	53%		1,147,904	855,479	2,003,383		\$2,463
WATER SUPPLY - NASEBY										
Flowmetering - Naseby	88,025	17,185	70,840	20%	100%	4,873	10,393	15,266	48	318
Instrumentation - Naseby	5,000	541	4,459	11%	100%	5,255	362	5,617	48	117
Management - Naseby	35,503	2,089	33,414	6%	100%	342	2,142	2,483	48	52
Plant and Machinery - Naseby	180,000	0	180,000	0%	100%	-	-	-	48	0
Reticulation - Naseby	1,130,000	190,835	939,165	17%	100%	17,355	78,460	95,815	48	1,995
Storage - Naseby	120,000	0	120,000	0%	100%	23,331	-	23,331	48	486
Treatment - Naseby	625,000	50,384	574,616	8%	100%	7,622	21,152	28,775	48	599
Future Development - Naseby	830,000	166,000	664,000	20%	100%	-	27,645	27,645	48	576
NASEBY	3,013,528	427,033	2,586,495	14%		58,777	140,154	198,932		\$4,142
WATER SUPPLY - OMAKAU/OPHIR										
Flowmetering - Omakau/Ophir	48,668	4,627	44,040	10%	100%	2,339	3,155	5,494	18	310
Instrumentation - Omakau/Ophir	99,521	4,525	94,997	5%	100%	1,075	3,128	4,204	18	237
Management - Omakau/Ophir	36,467	1,019	35,448	3%	100%	23	969	992	18	56
Plant and Machinery - Omakau/Ophir	180,000	0	180,000	0%	100%	358	-	358	18	20

Project Summaries	10 Year Total Capital Cost (2009 \$'s)	Growth Funded (2009 \$'s)	Funded by Other Sources (2009 \$'s)	Percentage Attributed to Growth	Growth Cost to be Funded by Development Contributions	Historic Growth Cost (Capacity) Consumed 2009-18	Future Growth Cost (Capacity) Consumed 2009-18	TOTAL Growth Cost (Capacity) Consumed 2009-18	Weighted Average No of DE's to Apportion Growth Cost 2009-18	Contribution Per DE (2009 \$'s)
Reticulation - Omakau/Ophir	384,000	7,057	376,943	2%	100%	8,181	333	8,514	18	481
Storage - Omakau/Ophir	30,000	0	30,000	0%	100%	1,458	-	1,458	18	82
Treatment - Omakau/Ophir	736,212	6,347	729,865	1%	100%	-	4,381	4,381	18	247
Future Development - Omakau/Ophir	270,000	54,000	216,000	20%	100%	1,315	19,273	20,588	18	1,163
OMAKAU/OPHIR	1,784,869	77,575	1,707,294	4%		14,750	31,239	45,988		\$2,598
WATER SUPPLY - RANFURLY										
Flowmetering - Ranfurly	279,677	28,332	251,345	10%	100%	12,849	33,337	46,186	77	603
Instrumentation - Ranfurly	35,000	2,102	32,898	6%	100%	3,672	2,015	5,687	77	74
Management - Ranfurly	25,000	1,414	23,586	6%	100%	301	1,533	1,834	77	24
Plant and Machinery - Ranfurly	190,000	0	190,000	0%	100%	-	-	-	77	0
Reticulation - Ranfurly	540,261	2,953	537,307	1%	100%	23,425	3,004	26,429	77	345
Storage - Ranfurly	50,000	0	50,000	0%	100%	-	-	-	77	0
Treatment - Ranfurly	899,974	14,650	885,324	2%	100%	5,920	15,487	21,407	77	279
Future Development - Ranfurly	350,000	70,000	280,000	20%	100%	-	43,203	43,203	77	564
RANFURLY	2,369,911	119,450	2,250,461	5%		46,168	98,579	144,747		\$1,889
WATER SUPPLY - ROXBURGH										
Flowmetering - Roxburgh	273,714	31,250	242,464	11%	50%	2,430	21,175	23,605	68	172
Instrumentation - Roxburgh	15,000	1,059	13,941	7%	50%	10,480	801	11,281	68	82
Management - Roxburgh	44,101	1,565	42,537	4%	50%	3,632	1,344	4,976	68	36
Plant and Machinery - Roxburgh	460,000	15,898	444,102	3%	50%	10,905	12,947	23,852	68	174
Reticulation - Roxburgh	987,000	34,183	952,817	3%	50%	23,044	16,138	39,182	68	286
Storage - Roxburgh	731,292	86,481	644,811	12%	50%	-	40,223	40,223	68	294
Treatment - Roxburgh	1,141,067	13,821	1,127,245	1%	50%	5,423	10,625	16,048	68	117
Future Development - Roxburgh	0	0	-	0%	50%	-	-	-	68	0
ROXBURGH	3,652,174	184,256	3,467,917	5%		55,914	103,254	159,168		\$1,163
PATEAROA	1,118,195	18,000	1,100,195		No DC's	-	-	No DC's		
Water Supply - District Total	43,683,438	8,987,264	34,696,175			2,636,942	3,660,310	6,297,253		

Table 5: Wastewater - Capital Expenditure for Development Contributions

Project Summaries	10 Year Total Capital Cost (2009 \$'s)	Growth Funded (2009 \$'s)	Funded by Other Sources (2009 \$'s)	Percentage Attributed to Growth	Growth Cost to be Funded by Development Contributions	Historic Growth Cost (Capacity) Consumed 2009-18	Future Growth Cost (Capacity) Consumed 2009-18	TOTAL Growth Cost (Capacity) Consumed 2009-18	Weighted Average No of DE's to Apportion Growth Cost 2009-18	Contribution Per DE (2009 \$'s)
WASTEWATER - ALEXANDRA										
Emergency Conveyance - Alex	833,057	96,133	736,924	12%	100%	766	67,405	68,171	624	109
Instrumentation - Alexandra	69,000	14,016	54,984	20%	100%	8,566	5,108	13,673	624	22
Management Alexandra	31,500	2,272	29,228	7%	100%	1,342	2,403	3,745	624	6
Plant and Machinery - Alexandra	950,000	195,137	754,863	21%	100%	75,871	77,935	153,806	624	247
Reticulation - Alexandra	3,041,983	455,833	2,586,150	15%	100%	107,351	182,635	289,987	624	465
Storage - Alexandra	0	0	-	0%	100%	641	-	641	624	1
Treatment - Alexandra	2,275,000	456,684	1,818,316	20%	100%	-	143,078	143,078	624	229
Future Development - Alexandra	550,000	110,000	440,000	20%	100%	-	33,881	33,881	624	54
ALEXANDRA	7,750,540	1,330,076	6,420,464			194,536	512,445	706,982		\$1,133
WASTEWATER - CROMWELL										
Emergency Conveyance - Crml	277,209	59,739	217,469	22%	100%	299	51,395	51,695	1003	52
Instrumentation - Cromwell	132,500	44,549	87,951	34%	100%	20,558	15,248	35,805	1003	36
Management Cromwell	58,500	7,895	50,605	13%	100%	21,147	8,181	29,328	1003	29
Plant and Machinery - Cromwell	500,000	166,987	333,013	33%	100%	277,979	54,230	332,209	1003	331
Reticulation - Cromwell	2,427,788	1,804,025	623,763	74%	100%	915,921	556,571	1,472,492	1003	1,468
Storage - Cromwell	0	0	-	0%	100%	-	-	-	1003	0
Treatment - Cromwell	8,630,000	2,886,372	5,743,628	33%	100%	-	1,096,567	1,096,567	1003	1,093
Future Development - Cromwell	1,160,000	232,000	928,000	20%	100%	-	38,479	38,479	1003	38
CROMWELL	13,185,996	5,201,568	7,984,428			1,235,904	1,820,671	3,056,575		\$3,048
CLYDE	6,195,000	570,599	5,624,401			No DC's				
WASTEWATER - NASEBY										
Emergency Conveyance - Naseby	0	0	-	0%	100%	-	-	-	49	0
Instrumentation - Naseby	10,500	2,079	8,421	20%	100%	260	660	920	49	19
Management Naseby	0	0	-	0%	100%	-	-	-	49	0
Plant and Machinery - Naseby	0	0	-	0%	100%	12	-	12	49	0
Reticulation - Naseby	322,400	200,000	122,400	62%	100%	986	41,319	42,305	49	869
Storage - Naseby	0	0	-	0%	100%	-	-	-	49	0

Project Summaries	10 Year Total Capital Cost (2009 \$'s)	Growth Funded (2009 \$'s)	Funded by Other Sources (2009 \$'s)	Percentage Attributed to Growth	Growth Cost to be Funded by Development Contributions	Historic Growth Cost (Capacity) Consumed 2009-18	Future Growth Cost (Capacity) Consumed 2009-18	TOTAL Growth Cost (Capacity) Consumed 2009-18	Weighted Average No of DE's to Apportion Growth Cost 2009-18	Contribution Per DE (2009 \$'s)
Treatment - Naseby	202,406	38,964	163,442	19%	100%	-	10,248	10,248	49	211
Future Development - Naseby	40,000	8,000	32,000	20%	100%	-	455	455	49	9
NASEBY	575,306	249,043	326,263			1,258	52,682	53,939		\$1,108
WASTEWATER - OMAKAU										
Emergency Conveyance - Omakau	0	0	-	0%	100%	-	-	-	13	0
Instrumentation - Omakau	10,500	838	9,662	8%	100%	810	304	1,114	13	84
Management Omakau	0	0	-	0%	100%	-	-	-	13	0
Plant and Machinery - Omakau	0	0	-	0%	100%	2,588	-	2,588	13	195
Reticulation - Omakau	116,000	0	116,000	0%	100%	-	-	-	13	0
Storage - Omakau	0	0	-	0%	100%	-	-	-	13	0
Treatment - Omakau	125,000	8,823	116,177	7%	100%	-	723	723	13	54
Future Development - Omakau	30,000	6,000	24,000	20%	100%	-	1,680	1,680	13	127
OMAKAU	281,500	15,661	265,839			3,398	2,708	6,106		\$460
WASTEWATER - RANFURLY										
Emergency Conveyance - Ranfurly	500	58	442	12%	100%	2,889	58	2,947	80	37
Instrumentation - Ranfurly	16,000	1,135	14,865	7%	100%	1,313	800	2,113	80	26
Management Ranfurly	0	0	-	0%	100%	-	-	-	80	0
Plant and Machinery - Ranfurly	0	0	-	0%	100%	12,313	-	12,313	80	154
Reticulation - Ranfurly	184,186	0	184,186	0%	100%	1,504	-	1,504	80	19
Storage - Ranfurly	0	0	-	0%	100%	-	-	-	80	0
Treatment - Ranfurly	303,723	21,095	282,629	7%	100%	-	14,727	14,727	80	184
Future Development - Ranfurly	190,000	38,000	152,000	20%	100%	-	13,071	13,071	80	163
RANFURLY	694,409	60,288	634,121			18,018	28,656	46,674		\$583
WASTEWATER - ROXBURGH										
Emergency Conveyance - Roxburgh	500	57	443	11%	50%	6,421	62	6,483	71	46
Instrumentation - Roxburgh	21,500	2,601	18,899	12%	50%	9,100	1,237	10,337	71	73
Management Roxburgh	0	0	-	0%	50%	970	-	970	71	7

Project Summaries	10 Year Total Capital Cost (2009 \$'s)	Growth Funded (2009 \$'s)	Funded by Other Sources (2009 \$'s)	Percentage Attributed to Growth	Growth Cost to be Funded by Development Contributions	Historic Growth Cost (Capacity) Consumed 2009-18	Future Growth Cost (Capacity) Consumed 2009-18	TOTAL Growth Cost (Capacity) Consumed 2009-18	Weighted Average No of DE's to Apportion Growth Cost 2009-18	Contribution Per DE (2009 \$'s)
Plant and Machinery - Roxburgh	310,000	23,622	286,378	8%	50%	9,652	10,493	20,145	71	142
Reticulation - Roxburgh	1,219,000	200,000	1,019,000	16%	50%	18,711	56,536	75,247	71	530
Storage - Roxburgh	0	0	-	0%	50%	-	-	-	71	0
Treatment - Roxburgh	242,743	35,893	206,850	15%	50%	6,459	26,100	32,559	71	229
Future Development - Roxburgh	0	0	-	0%	50%	-	-	-	71	0
ROXBURGH	1,793,743	262,172	1,531,571			51,313	94,427	145,740		\$1,027
Wastewater - District Total	30,476,494	7,689,408	22,787,086			1,504,428	2,511,589	4,016,017		

Table 6: Roading- Capital Expenditure for Development Contributions

General Ledger	Project Summaries	10 Year Total Capital Cost (2009 \$'s)	2009-18 Net Cost to Council (2009 \$'s)	Growth Funded (2009 \$'s)	Funded by Other Sources (2009 \$'s)	Percentage Attributed to Growth	Historic Growth Cost (Capacity) Consumed 2009-18	Future Growth Cost (Capacity) Consumed 2009-18	TOTAL Growth Cost (Capacity) Consumed 2009-18	Weighted Average No of DE's to Apportion Growth Cost 2009-18	Contribution Per DE (2009 \$'s)
1711	Carriageway - Pavement - Pavement Maintenance										
17117531	PaveMaint - Bldgs/Improves	-	-	-	-		1,130	-	1,130	3,681	0.31
17117691	Road Construction	-	-	-	-		3,230	-	3,230	3,681	0.88
17117693	Culverts	-	-	-	-		10,635	-	10,635	3,681	2.89
171176931	PaveMaint - Culvts Unseal New	-	-	-	-		497	-	497	3,681	0.14
17117711	Metalling	-	-	-	-		149,470	-	149,470	3,681	40.61
17117716	Royalties Gravel	-	-	-	-		20,738	-	20,738	3,681	5.63
17117721	Drainage Renewal	-	-	-	-		11,104	-	11,104	3,681	3.02
171177211	PaveMaint - Drainage Rnwl unse	-	-	-	-		3,879	-	3,879	3,681	1.05
171177221	Unsealed Culvert Renewals	-	-	-	-		2,630	-	2,630	3,681	0.71
171177222	Sealed Culvert Renewals	-	-	-	-		6,646	-	6,646	3,681	1.81
1712	Carriageway - Pavement - Drainage Control										
17127693	Major Drainage Control	-	-	-	-		2,151	-	2,151	3,681	0.58
17127695	Drainage New Capex	-	-	-	-		385	-	385	3,681	0.10
17127721	Drainage Facility Renewals	-	-	-	-		2,454	-	2,454	3,681	0.67
1715	Carriageway - Pavement - Professional Services Subsidised										
17157692	Road Const. Prof	-	-	-	-		41,712	-	41,712	3,681	11.33
1719	Renewal of Local Roads										
1719712141	Pavement Rehabilitation - Seal (Sections)	-	-	-	-		-	-	-	3,681	-
1719771211	Unsealed road metalling	8,350,000	4,091,500	570,180	3,521,320	14%	64,154	381,525	445,679	3,681	121.07
1719771212	Sealed Road resurfacing	14,087,626	6,902,937	1,035,441	5,867,496	15%	70,774	567,143	637,917	3,681	173.30
1719771213	Drainage renewals	2,500,000	1,225,000	367,500	857,500	30%	6,168	97,019	103,187	3,681	28.03
1719771214	Pavement Rehabilitation	-	-	-	-		30,528	-	30,528	3,681	8.29
17197712141	Pavement Rehabilitation	-	-	-	-		4,112	-	4,112	3,681	1.12

General Ledger	Project Summaries	10 Year Total Capital Cost (2009 \$'s)	2009-18 Net Cost to Council (2009 \$'s)	Growth Funded (2009 \$'s)	Funded by Other Sources (2009 \$'s)	Percentage Attributed to Growth	Historic Growth Cost (Capacity) Consumed 2009-18	Future Growth Cost (Capacity) Consumed 2009-18	TOTAL Growth Cost (Capacity) Consumed 2009-18	Weighted Average No of DE's to Apportion Growth Cost 2009-18	Contribution Per DE (2009 \$'s)
1719771215	Structures Component replacements	1,086,000	532,140	-	532,140		-	-	-	3,681	-
1719771222	Traffic Services renewals	1,450,000	710,500	-	710,500		-	-	-	3,681	-
1719771231	Associated Improvements	2,343,763	1,148,444	353,904	794,540	31%	-	93,244	93,244	3,681	25.33
17197716	Unsealed road metalling - Gravel Royalties	1,000,000	490,000	68,285	421,715	14%	7,480	45,692	53,171	3,681	14.44
1723769231	Associated improvements	-	-	-	-		9,364	-	9,364	3,681	2.54
1721	Carriageway - Pavement - Maintenance Chip Seals										
17217691	Mntnce Chip Seals	-	-	-	-		132,993	-	132,993	3,681	36.13
172176916	Thin Asphaltic Su	-	-	-	-		8,838	-	8,838	3,681	2.40
17217692	Reseal Rds - Prof Services	-	-	-	-		3,537	-	3,537	3,681	0.96
17217723	Mntnce Chip Seals	-	-	-	-		80,958	-	80,958	3,681	21.99
172177231	Thin AC	-	-	-	-		12,332	-	12,332	3,681	3.35
1723	Improvement of Local Roads										
1723769452	Cycling projects	1,252,863	488,617	153,959	334,658	32%	-	69,312	69,312	3,681	18.83
1723769325	Seal Extensions	571,000	222,690	178,152	44,538	80%	-	90,688	90,688	3,681	24.64
1723769341	Minor improvements	4,423,912	1,725,326	531,910	1,193,416	31%	40,148	141,794	181,941	3,681	49.43
1725	Carriageway - Pavement - Area Pavement Treatment										
17257691	Road Construction	-	-	-	-		23,906	-	23,906	3,681	6.49
172576917	Road Construction	-	-	-	-		5,523	-	5,523	3,681	1.50
17257692	AreaPave - Prof Services	-	-	-	-		529	-	529	3,681	0.14
172577232	Road Construction	-	-	-	-		8,541	-	8,541	3,681	2.32
1728	Carriageway - Pavement - Seal Extension Subsidised										
17287691	Road Construction	-	-	-	-		72,498	-	72,498	3,681	19.69
172876913	SealExSub - Seal Extn Earnscl	-	-	-	-		466,438	-	466,438	3,681	126.71
172876914	SealExSub - Seal extn Ophir Br	-	-	-	-		94,603	-	94,603	3,681	25.70
1743	Safety/Traffic Services - Minor Safety Project										
17437694	New Safety Project	-	-	-	-		282,382	-	282,382	3,681	76.71
1746	Safety/Traffic Services - Traffic Services										

General Ledger	Project Summaries	10 Year Total Capital Cost (2009 \$'s)	2009-18 Net Cost to Council (2009 \$'s)	Growth Funded (2009 \$'s)	Funded by Other Sources (2009 \$'s)	Percentage Attributed to Growth	Historic Growth Cost (Capacity) Consumed 2009-18	Future Growth Cost (Capacity) Consumed 2009-18	TOTAL Growth Cost (Capacity) Consumed 2009-18	Weighted Average No of DE's to Apportion Growth Cost 2009-18	Contribution Per DE (2009 \$'s)
17467715	Signs	-	-	-	-		38,060	-	38,060	3,681	10.34
174677153	Edgemarkers	-	-	-	-		6,926	-	6,926	3,681	1.88
1749	Safety/Traffic Services - Local Signage (not subsidised)										
17497715	Signs	-	-	-	-		4,262	-	4,262	3,681	1.16
1751	Non Sub - Seal extn (not subsidised)										
17517691	Road Construction	3,266,625	3,266,625	2,613,300	653,325	80%	637,589	892,001	1,529,590	3,681	415.53
17517691-CF	Road Construction	-	-	-	-		97,190	-	97,190	3,681	26.40
17627511	PolyRds - Land	-	-	-	-		4,419	-	4,419	3,681	1.20
2753	Non Sub - Unsubsidised Roading Alexandra										
27537691	Unsubsidised Work - Alexandra new Work	82,400	82,400	26,370	56,030	32%	-	13,424	13,424	3,681	3.65
275376931	Bridge Piers	-	-	-	-		842	-	842	3,681	0.23
275376972	Traffic Island	-	-	-	-		2,424	-	2,424	3,681	0.66
27537698	Footpaths and Pedestr	-	-	-	-		9,246	-	9,246	3,681	2.51
27537699	Kerb and Channel Construction	-	-	-	-		1,754	-	1,754	3,681	0.48
27537718	Footpaths and Pedestr	1,153,945	1,153,945	-	1,153,945		59,650	-	59,650	3,681	16.20
27537760	Landscaping	-	-	-	-		3,642	-	3,642	3,681	0.99
27537770	Unsubsidised Work	-	-	-	-		-	-	-	3,681	-
2757	Non Sub - Town Centre										
27577551	Furniture and Fittings	-	-	-	-		3,965	-	3,965	3,681	1.08
27577764	Signs/Bins/Structures	33,999	33,999	10,550	23,449	31%	-	3,397	3,397	3,681	0.92
27577579	Decorations	-	-	-	-		-	-	-	3,681	-
275776931	Bridge Piers	-	-	-	-		-	-	-	3,681	-
27577760	Landscaping	-	-	-	-		-	-	-	3,681	-
2758	Non Sub - Car Parks Alx										
27587735	Car Park Construction	-	-	-	-		46,141	-	46,141	3,681	12.53
3753	Pedestrian Services - Unsub Roading Cromwell										
37537691	Road Construction	51,000	51,000	15,824	35,176	31%	62,613	6,167	68,780	3,681	18.68
375376912	Road Construction	-	-	-	-		2,030	-	2,030	3,681	0.55

General Ledger	Project Summaries	10 Year Total Capital Cost (2009 \$'s)	2009-18 Net Cost to Council (2009 \$'s)	Growth Funded (2009 \$'s)	Funded by Other Sources (2009 \$'s)	Percentage Attributed to Growth	Historic Growth Cost (Capacity) Consumed 2009-18	Future Growth Cost (Capacity) Consumed 2009-18	TOTAL Growth Cost (Capacity) Consumed 2009-18	Weighted Average No of DE's to Apportion Growth Cost 2009-18	Contribution Per DE (2009 \$'s)
37537698	Footpaths and Pedestri	1,527,000	1,527,000	-	1,527,000		96,301	-	96,301	3,681	26.16
37537770	CrmPths - Other cap exp	-	-	-	-		17,311	-	17,311	3,681	4.70
37587735	Unsubsidised Work	-	-	-	-		11,390	-	11,390	3,681	3.09
3757	Pedestrian Services - Cromwell Town Centre										
37577785	CrmTwnCtr - Upgrade	4,371,966	4,371,966	-	4,371,966		-	-	-	3,681	-
4752	Pedestrian Services - Non Sub Roothing Manuherikia										
47527698	Footpaths and Pedestri	37,000	37,000	-	37,000		12,371	-	12,371	3,681	3.36
4753	Pedestrian Services - N S Roothing Clyde										
47537698	Footpaths and Pedestri	140,000	140,000	-	140,000		45,378	-	45,378	3,681	12.33
47537726	Lighting	-	-	-	-		5,936	-	5,936	3,681	1.61
47537760	Landscaping	-	-	-	-		11,785	-	11,785	3,681	3.20
4754	Pedestrian Servises - Kerb and Channel (Clyde Rdg)										
47547699	Kerb and Channel Con	-	-	-	-		56,479	-	56,479	3,681	15.34
5753	Pedestrian Services - Footpaths and K&C Mto										
57537691	Unsubsidised Work	121,584	121,584	37,839	83,744	31%	-	15,160	15,160	3,681	4.12
57537698	Footpaths & Pedestr	-	-	-	-		24,036	-	24,036	3,681	6.53
57537699	Maniototo K& C	-	-	-	-		5,439	-	5,439	3,681	1.48
57537718	Footpaths & Pedestr	230,400	230,400	-	230,400		28,552	-	28,552	3,681	7.76
57537735	MtoFPths - Car park constructi	-	-	-	-		1,857	-	1,857	3,681	0.50
7753	Pedestrian Services - Roxburgh										
77537718	Footpaths and Pedest	180,885	180,885	-	180,885		17,860	-	17,860	3,681	4.85
775376981	Footbridges	4,613	4,613	-	4,613		-	-	-	3,681	-
77537770	Other Cap Exp	-	-	-	-		3,678	-	3,678	3,681	1.00
Roothing - District Total		48,266,579	28,738,568	5,963,214	22,775,355	21%	3,001,591	2,416,566	5,418,156		\$1,472

Debt Funding Ratio - 10 Year Net Growth versus Revenue Assessment

Table 7: Water Supply - Debt Funding Ratio - 10 Year Net Growth versus Revenue Assessment

Contributing Area	Year	10 Year Total Capital Cost (2009 \$'s)	CAPEX for Growth (2009 \$'s)	Cumulative Growth Cost (2009's)	New Dwelling Equivalents	Development Contributions Received	Cumulative Development Contributions Received	Net Cost Balance	Debt %
Water Supply - Alexandra									
AX	Existing Debt			1,269,815.20					
AX	2009	515,607	58,697	1,328,512	62	248,425	248,425	1,080,087	29%
AX	2010	2,469,361	425,529	1,754,041	62	248,425	496,851	1,257,190	34%
AX	2011	1,500,613	247,065	2,001,107	62	248,425	745,276	1,255,830	34%
AX	2012	6,796,346	1,319,821	3,320,927	42	166,696	911,973	2,408,954	66%
AX	2013	1,572,272	285,587	3,606,514	42	166,696	1,078,669	2,527,845	69%
AX	2014	1,544,422	261,922	3,868,436	42	166,696	1,245,366	2,623,070	71%
AX	2015	1,585,180	260,923	4,129,359	42	166,696	1,412,062	2,717,297	74%
AX	2016	1,563,842	289,419	4,418,778	42	166,696	1,578,759	2,840,019	77%
AX	2017	1,543,608	261,197	4,679,975	40	162,110	1,740,869	2,939,106	80%
AX	2018	1,589,714	262,039	4,942,013	40	162,110	1,902,979	3,039,034	83%
Alexandra		20,680,966	3,672,198		474	1,902,979	Alexandra Debt Funding Ratio		62%
Water Supply - Clyde									
CL	Existing Debt			-					
CL	2009	39,316	10,735	10,735	18	54,136	54,136	-43,402	-12%
CL	2010	293,410	61,943	72,677	18	54,136	108,273	-35,595	-10%
CL	2011	137,962	107,815	180,492	18	54,136	162,409	18,083	5%
CL	2012	143,410	27,673	208,166	21	64,670	227,079	-18,913	-5%
CL	2013	428,422	31,120	239,285	21	64,670	291,748	-52,463	-14%
CL	2014	472,135	32,044	271,329	21	64,670	356,418	-85,089	-23%
CL	2015	142,821	25,133	296,462	21	64,670	421,088	-124,625	-34%
CL	2016	187,627	20,291	316,753	21	64,670	485,757	-169,004	-47%
CL	2017	142,534	22,391	339,144	17	52,982	538,740	-199,596	-55%
CL	2018	146,452	22,964	362,108	17	52,982	591,722	-229,614	-63%
Clyde		2,134,088	362,108		192	591,722	Clyde Debt Funding Ratio		0%

Contributing Area	Year	10 Year Total Capital Cost (2009 \$'s)	CAPEX for Growth (2009 \$'s)	Cumulative Growth Cost (2009's)	New Dwelling Equivalents	Development Contributions Received	Cumulative Development Contributions Received	Net Cost Balance	Debt %
Contributing Area	Year	10 Year Total Capital Cost (2009 \$'s)	CAPEX for Growth (2009 \$'s)	Cumulative Growth Cost (2009's)	New Dwelling Equivalents	Development Contributions Received	Cumulative Development Contributions Received	Net Cost Balance	Debt %
Water Supply - Cromwell Urban									
CR	Existing Debt			-					
CR	2009	461,768	148,234	148,234	116	160,484	160,484	-12,250	-1%
CR	2010	596,760	270,859	419,092	116	160,484	320,967	98,125	5%
CR	2011	384,696	261,864	680,956	116	160,484	481,451	199,505	9%
CR	2012	1,120,315	424,643	1,105,599	80	109,832	591,283	514,316	24%
CR	2013	440,569	190,427	1,296,026	80	109,832	701,115	594,911	28%
CR	2014	440,289	190,014	1,486,040	80	109,832	810,947	675,093	32%
CR	2015	377,604	76,809	1,562,848	80	109,832	920,779	642,070	30%
CR	2016	509,166	224,390	1,787,238	80	109,832	1,030,611	756,628	36%
CR	2017	390,805	179,237	1,966,475	80	109,861	1,140,472	826,003	39%
CR	2018	441,887	156,943	2,123,418	80	109,861	1,250,333	873,085	41%
Cromwell Urban		5,163,859	2,123,418		905	1,250,333	Cromwell Urban Debt Funding Ratio		24%
Water Supply - Outer Cromwell									
OC	Existing Debt			-					
OC	2009	633,396	406,507	406,507	69	169,411	169,411	237,095	12%
OC	2010	301,860	189,352	595,859	69	169,411	338,823	257,036	13%
OC	2011	225,241	175,956	771,814	69	169,411	508,234	263,580	13%
OC	2012	613,219	324,866	1,096,680	85	208,660	716,894	379,786	19%
OC	2013	272,339	114,679	1,211,359	85	208,660	925,554	285,806	14%
OC	2014	272,201	113,294	1,324,653	85	208,660	1,134,213	190,440	10%
OC	2015	786,195	362,033	1,686,686	85	208,660	1,342,873	343,813	17%
OC	2016	256,768	134,326	1,821,013	85	208,660	1,551,533	269,480	13%
OC	2017	230,702	101,096	1,922,109	92	225,925	1,777,458	144,651	7%
OC	2018	173,928	81,116	2,003,225	92	225,925	2,003,383	-159	0%
Outer Cromwell		3,765,848	2,003,225		814	2,003,383	Outer Cromwell Debt Funding Ratio		12%
Water Supply - Naseby									
NA	Existing Debt			257,725					

Contributing Area	Year	10 Year Total Capital Cost (2009 \$'s)	CAPEX for Growth (2009 \$'s)	Cumulative Growth Cost (2009's)	New Dwelling Equivalents	Development Contributions Received	Cumulative Development Contributions Received	Net Cost Balance	Debt %
NA	2009	53,000	3,081	260,806	5	20,156	20,156	240,651	56%
NA	2010	191,025	25,977	286,783	5	20,156	40,311	246,472	58%
NA	2011	126,500	11,015	297,798	5	20,156	60,467	237,331	56%
NA	2012	749,229	124,479	422,277	6	24,220	84,687	337,590	79%
NA	2013	591,500	50,090	472,367	6	24,220	108,907	363,460	85%
NA	2014	256,500	41,997	514,364	6	24,220	133,127	381,237	89%
NA	2015	264,002	43,506	557,870	6	24,220	157,347	400,523	94%
NA	2016	261,500	43,072	600,942	6	24,220	181,567	419,375	98%
NA	2017	256,500	40,887	641,829	2	8,682	190,249	451,579	106%
NA	2018	263,772	42,929	684,758	2	8,682	198,932	485,826	114%
Naseby		3,013,528	427,033		48	198,932		Naseby Debt Funding Ratio	83%
Water Supply - Omakau/Ophir									
OO	Existing Debt			12,882					
OO	2009	427,088	7,133	20,015	3	7,712	7,712	12,303	16%
OO	2010	451,520	5,617	25,632	3	7,712	15,423	10,209	13%
OO	2011	105,985	10,666	36,298	3	7,712	23,135	13,163	17%
OO	2012	103,947	10,500	46,798	1	3,679	26,814	19,984	26%
OO	2013	100,993	10,413	57,211	1	3,679	30,493	26,718	34%
OO	2014	105,953	4,508	61,720	1	3,679	34,172	27,548	36%
OO	2015	103,896	10,447	72,166	1	3,679	37,851	34,316	44%
OO	2016	100,888	10,376	82,542	1	3,679	41,530	41,013	53%
OO	2017	130,861	441	82,984	1	2,229	43,759	39,225	51%
OO	2018	153,737	7,473	90,457	1	2,229	45,988	44,469	57%
Omakau/Ophir		1,784,869	77,575		18	45,988		Omakau/Ophir Debt Funding Ratio	35%
Water Supply - Patearoa									
Patearoa		1,118,195	18,000						
Water Supply - Ranfurly									
RA	Existing Debt			234,014					
RA	2009	165,000	13,593	247,607	14	27,168	27,168	220,439	185%
RA	2010	233,177	17,892	265,499	14	27,168	54,336	211,163	177%
RA	2011	533,500	8,851	274,350	14	27,168	81,504	192,846	161%

Contributing Area	Year	10 Year Total Capital Cost (2009 \$'s)	CAPEX for Growth (2009 \$'s)	Cumulative Growth Cost (2009's)	New Dwelling Equivalents	Development Contributions Received	Cumulative Development Contributions Received	Net Cost Balance	Debt %
RA	2012	538,936	7,325	281,676	6	10,411	91,915	189,760	159%
RA	2013	128,500	198	281,874	6	10,411	102,326	179,548	150%
RA	2014	83,500	345	282,219	6	10,411	112,737	169,482	142%
RA	2015	208,089	24,594	306,813	6	10,411	123,148	183,664	154%
RA	2016	198,500	24,128	330,940	6	10,411	133,559	197,381	165%
RA	2017	193,500	22,215	353,155	3	5,594	139,153	214,002	179%
RA	2018	87,209	310	353,465	3	5,594	144,747	208,717	175%
Ranfurly		2,369,911	119,451		77	144,747	Ranfurly Debt Funding Ratio		100%
Water Supply - Roxburgh *									
RX	Existing Debt			6,852					
RX	2009	857,198	38,460	45,312	12	13,577	13,577	31,735	17%
RX	2010	975,788	51,610	96,923	12	13,577	27,155	69,768	38%
RX	2011	184,468	9,039	105,962	12	13,577	40,732	65,230	35%
RX	2012	190,403	8,330	114,292	5	6,386	47,118	67,174	36%
RX	2013	197,375	8,328	122,620	5	6,386	53,504	69,116	38%
RX	2014	144,500	3,163	125,783	5	6,386	59,890	65,893	36%
RX	2015	657,022	56,415	182,199	5	6,386	66,276	115,923	63%
RX	2016	144,500	2,941	185,140	5	6,386	72,662	112,478	61%
RX	2017	144,500	2,833	187,973	3	3,461	76,123	111,850	61%
RX	2018	156,420	3,135	191,108	3	3,461	79,584	111,525	61%
Roxburgh		3,652,174	184,256		68	79,584 *	Roxburgh Debt Funding Ratio		45%
Water Supply - District Total		43,683,438	8,987,264		2,596	6,217,669			

Note: * Roxburgh is funding 50% of the growth related expenditure via development contributions.

Table 8: Wastewater - Debt Funding Ratio - 10 Year Net Growth versus Revenue Assessment

Contributing Area	Year	10 Year Total Capital Cost (2009 \$'s)	CAPEX for Growth (2009 \$'s)	Cumulative Growth Cost (2009 \$'s)	New Dwelling Equivalents	Development Contributions Received	Cumulative Development Contributions Received	Net Cost Balance	Debt %
Wastewater - Alexandra									
AX	Existing Debt			192,688					
AX	2009	509,790	57,169	249,857	81	92,293	92,293	157,564	12%
AX	2010	1,061,167	254,475	504,333	81	92,293	184,587	319,746	24%
AX	2011	1,227,150	203,723	708,056	81	92,293	276,880	431,176	32%
AX	2012	623,174	174,952	883,008	55	61,930	338,810	544,198	41%
AX	2013	752,693	84,222	967,230	55	61,930	400,740	566,490	43%
AX	2014	463,580	49,948	1,017,178	55	61,930	462,670	554,508	42%
AX	2015	962,650	215,393	1,232,571	55	61,930	524,600	707,971	53%
AX	2016	483,493	53,455	1,286,026	55	61,930	586,530	699,496	53%
AX	2017	833,446	118,826	1,404,852	53	60,226	646,756	758,096	57%
AX	2018	833,396	117,912	1,522,764	53	60,226	706,982	815,782	61%
Alexandra		7,750,540	1,330,076		624	706,982	Alexandra Debt Funding Ratio		42%
Wastewater - Cromwell									
CR	Existing Debt			-					
CR	2009	562,721	165,553	165,553	129	392,320	392,320	-226,767	-4%
CR	2010	648,570	305,709	471,262	129	392,320	784,640	-313,378	-6%
CR	2011	610,746	250,386	721,648	129	392,320	1,176,959	-455,311	-9%
CR	2012	4,533,532	1,708,774	2,430,422	88	268,496	1,445,456	984,967	19%
CR	2013	4,428,552	1,689,433	4,119,855	88	268,496	1,713,952	2,405,903	46%
CR	2014	468,481	218,355	4,338,210	88	268,496	1,982,448	2,355,763	45%
CR	2015	488,463	212,127	4,550,337	88	268,496	2,250,944	2,299,394	44%
CR	2016	488,364	221,921	4,772,259	88	268,496	2,519,440	2,252,819	43%
CR	2017	468,316	217,737	4,989,995	88	268,568	2,788,008	2,201,988	42%
CR	2018	488,250	211,573	5,201,568	88	268,568	3,056,575	2,144,993	41%
Cromwell		13,185,996	5,201,568		1,003	3,056,575	Cromwell Debt Funding Ratio		26%
Wastewater - Clyde									
Clyde		6,195,000	570,599		No DC's				

Contributing Area	Year	10 Year Total Capital Cost (2009 \$'s)	CAPEX for Growth (2009 \$'s)	Cumulative Growth Cost (2009 \$'s)	New Dwelling Equivalents	Development Contributions Received	Cumulative Development Contributions Received	Net Cost Balance	Debt %
Wastewater - Naseby									
NA	Existing Debt			-					
NA	2009	7,100	333	333	5	5,465	5,465	-5,132	-2%
NA	2010	6,600	217	550	5	5,465	10,930	-10,381	-4%
NA	2011	31,600	5,510	6,059	5	5,465	16,395	-10,336	-4%
NA	2012	56,600	50,207	56,267	6	6,567	22,962	33,304	13%
NA	2013	77,585	5,521	61,788	6	6,567	29,530	32,258	13%
NA	2014	76,745	55,173	116,961	6	6,567	36,097	80,864	32%
NA	2015	126,077	23,552	140,513	6	6,567	42,664	97,849	39%
NA	2016	101,000	50,180	190,693	6	6,567	49,231	141,462	57%
NA	2017	41,000	8,174	198,867	2	2,354	51,585	147,282	59%
NA	2018	51,000	50,176	249,043	2	2,354	53,939	195,104	78%
Naseby		575,306	249,043		49	53,939	Naseby Debt Funding Ratio		28%
Wastewater - Omakau									
OO	Existing Debt			-					
OO	2009	5,500	148	148	2	1,024	1,024	-876	-6%
OO	2010	5,000	92	240	2	1,024	2,048	-1,808	-12%
OO	2011	5,000	85	324	2	1,024	3,072	-2,747	-18%
OO	2012	15,000	2,078	2,402	1	488	3,560	-1,158	-7%
OO	2013	51,000	76	2,478	1	488	4,048	-1,570	-10%
OO	2014	1,000	75	2,552	1	488	4,537	-1,984	-13%
OO	2015	21,000	4,073	6,625	1	488	5,025	1,600	10%
OO	2016	76,000	1,861	8,486	1	488	5,514	2,973	19%
OO	2017	51,000	3,576	12,062	1	296	5,810	6,252	40%
OO	2018	51,000	3,599	15,661	1	296	6,106	9,555	61%
Omakau		281,500	15,661		13	6,106	Omakau/Ophir Debt Funding Ratio		7%
Wastewater - Ranfurly									
RA	Existing Debt			-					
RA	2009	12,000	395	395	15	8,760	8,760	-8,365	-14%
RA	2010	83,686	3,006	3,401	15	8,760	17,521	-14,119	-23%
RA	2011	60,500	4,742	8,143	15	8,760	26,281	-18,138	-30%

Contributing Area	Year	10 Year Total Capital Cost (2009 \$'s)	CAPEX for Growth (2009 \$'s)	Cumulative Growth Cost (2009 \$'s)	New Dwelling Equivalents	Development Contributions Received	Cumulative Development Contributions Received	Net Cost Balance	Debt %
RA	2012	60,500	3,641	11,785	6	3,357	29,638	-17,854	-30%
RA	2013	101,500	3,220	15,004	6	3,357	32,995	-17,991	-30%
RA	2014	130,223	7,075	22,080	6	3,357	36,353	-14,273	-24%
RA	2015	61,500	12,069	34,149	6	3,357	39,710	-5,561	-9%
RA	2016	61,500	2,057	36,206	6	3,357	43,067	-6,861	-11%
RA	2017	61,500	12,045	48,250	3	1,804	44,870	3,380	6%
RA	2018	61,500	12,038	60,288	3	1,804	46,674	13,614	23%
Ranfurly		694,409	60,288		80	46,674	Ranfurly Debt Funding Ratio		0%
Wastewater - Roxburgh*									
RX	Existing Debt			10,955					
RX	2009	152,000	11,742	22,697	12	12,432	12,432	10,265	4%
RX	2010	327,743	31,133	53,830	12	12,432	24,864	28,966	11%
RX	2011	135,000	2,885	56,715	12	12,432	37,296	19,419	7%
RX	2012	235,000	2,583	59,298	6	5,847	43,143	16,155	6%
RX	2013	124,000	2,497	61,795	6	5,847	48,991	12,805	5%
RX	2014	124,000	2,413	64,208	6	5,847	54,838	9,370	4%
RX	2015	324,000	202,330	266,538	6	5,847	60,685	205,853	79%
RX	2016	124,000	2,248	268,786	6	5,847	66,532	202,254	77%
RX	2017	124,000	2,168	270,954	3	3,169	69,701	201,253	77%
RX	2018	124,000	2,173	273,127	3	3,169	72,870	200,257	76%
Roxburgh		1,793,743	262,172		71	72,870	Roxburgh Debt Funding Ratio		35%
Wastewater - District Total		30,476,494	7,689,408		1,845	3,943,147			

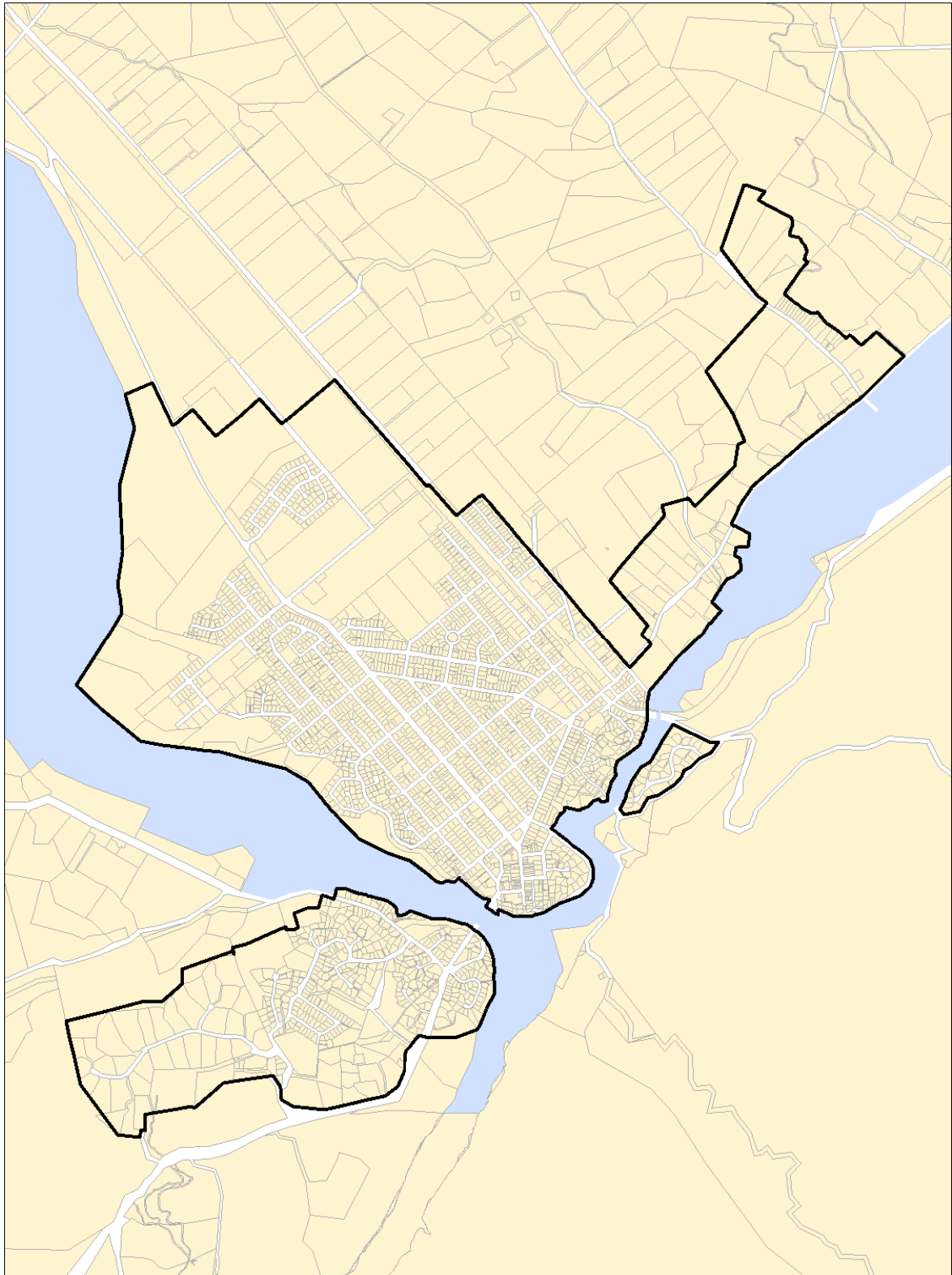
Note: Roxburgh is funding 50% of the growth related expenditure via development contributions.

Table 9: Roading - Debt Funding Ratio - 10 Year Net Growth versus Revenue Assessment

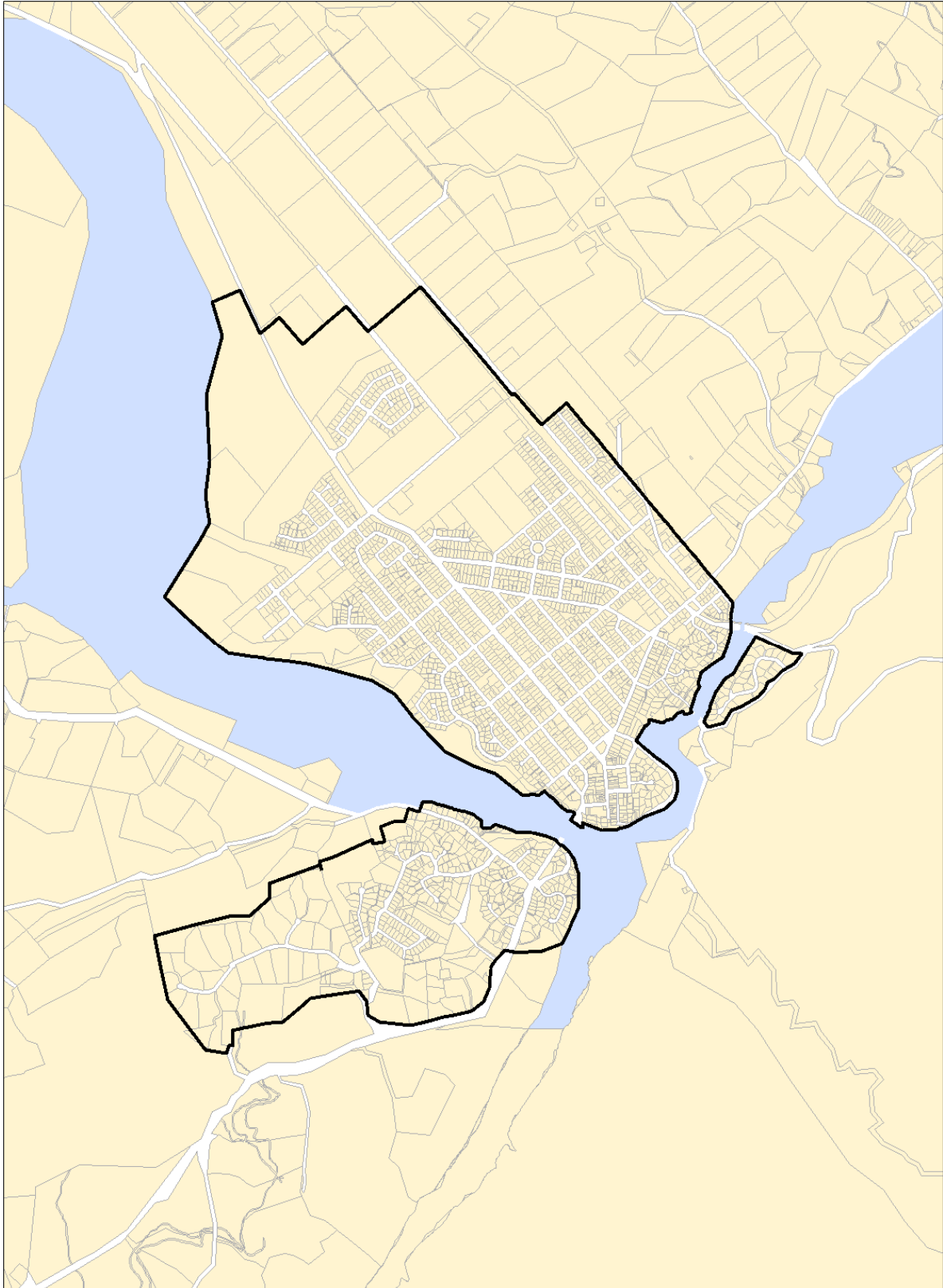
Contributing Area	Year	10 Year Total Capital Cost (2009 \$'s)	CAPEX for Growth (2009 \$'s)	Cumulative Growth Cost (2009 \$'s)	New Dwelling Equivalents	Development Contributions Received	Cumulative Development Contributions Received	Net Cost Balance	Debt %
	Existing Debt			103,771.96					
District Wide	2009	5,810,549	1,405,070	1,508,842	424	623,616	623,616	885,226	15%
District Wide	2010	5,411,263	383,302	1,892,144	424	623,616	1,247,232	644,912	11%
District Wide	2011	4,852,365	329,070	2,221,215	424	623,616	1,870,849	350,366	6%
District Wide	2012	6,288,855	1,236,193	3,457,407	335	493,559	2,364,408	1,092,999	18%
District Wide	2013	4,862,999	310,043	3,767,451	335	493,559	2,857,967	909,483	15%
District Wide	2014	4,415,569	273,659	4,041,110	335	493,559	3,351,527	689,583	12%
District Wide	2015	5,394,141	1,170,737	5,211,846	341	502,630	3,854,157	1,357,689	23%
District Wide	2016	3,754,611	277,879	5,489,725	348	511,868	4,366,025	1,123,700	19%
District Wide	2017	3,774,485	289,262	5,778,987	354	521,276	4,887,300	891,687	15%
District Wide	2018	3,701,743	287,998	6,066,986	361	530,856	5,418,156	648,829	11%
Roading - District Total		48,266,579	5,963,214		3,681	5,418,156		Debt Funding Ratio	14.4%

Scheme Maps

ALEXANDRA WATER SUPPLY – SCHEME BOUNDARY



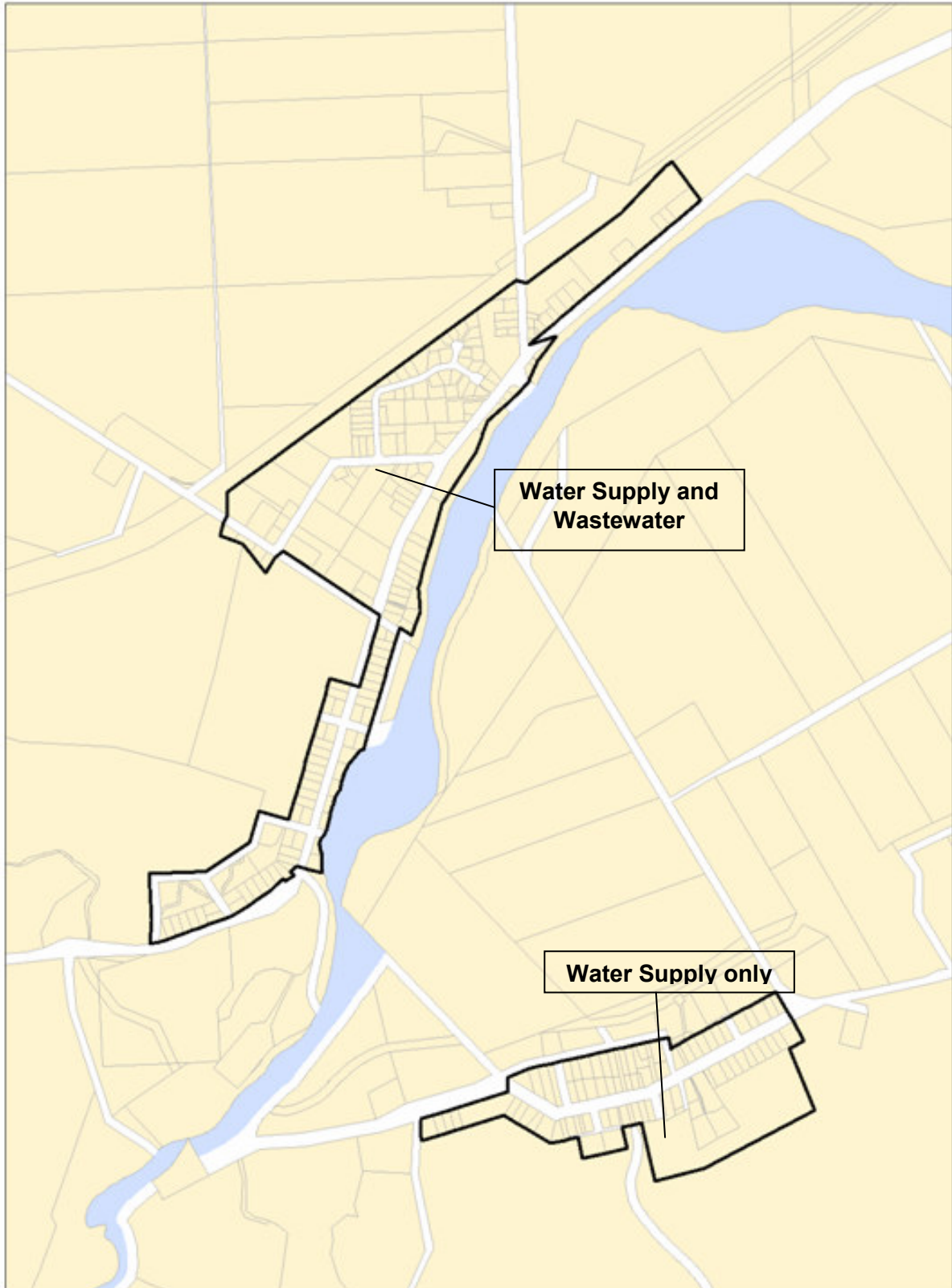
ALEXANDRA WASTEWATER – SCHEME BOUNDARY



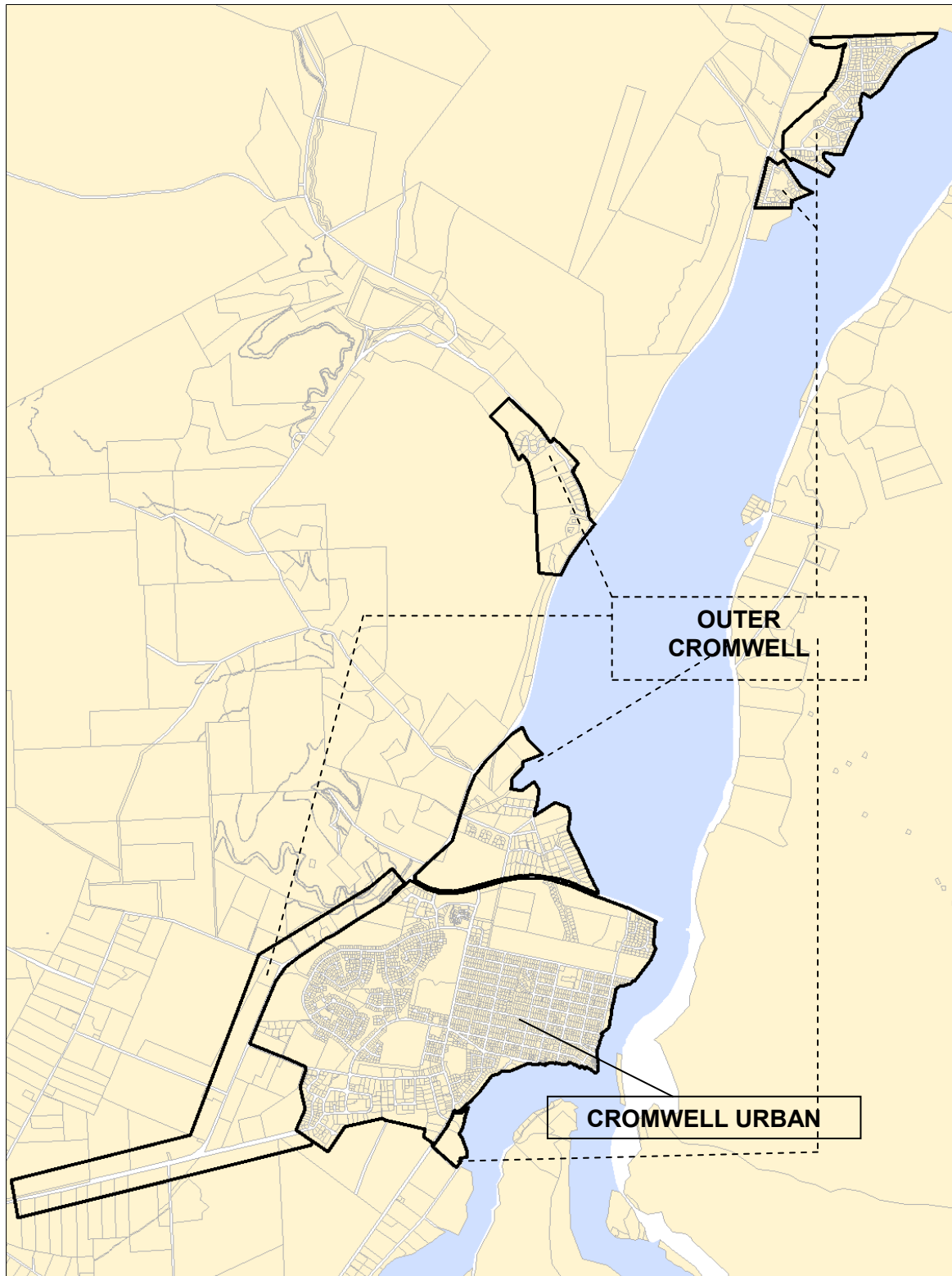
CLYDE WATER SUPPLY – SCHEME BOUNDARIES



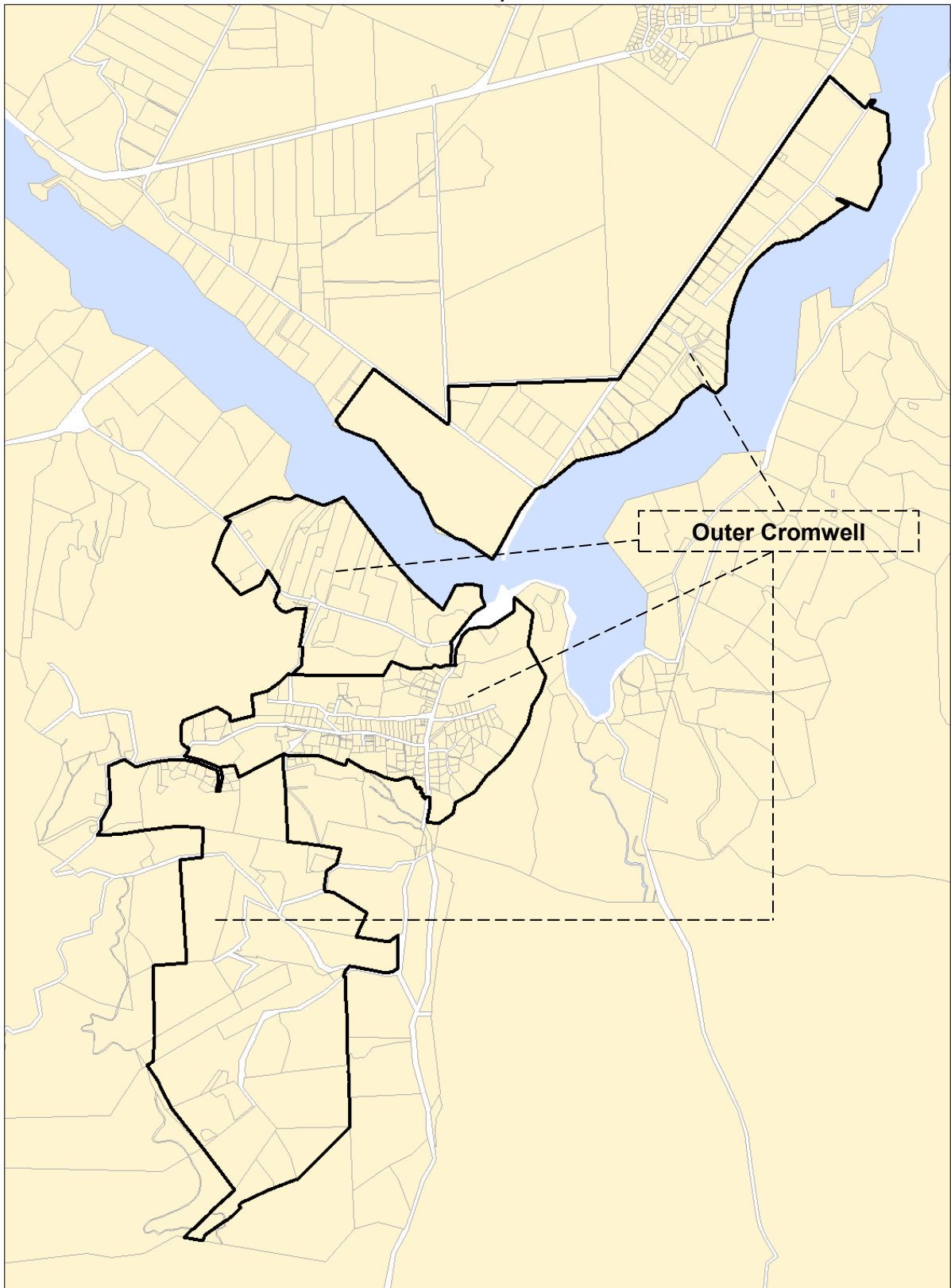
OMAKAU/OPHIR WATER SUPPLY & WASTEWATER – SCHEME BOUNDARIES



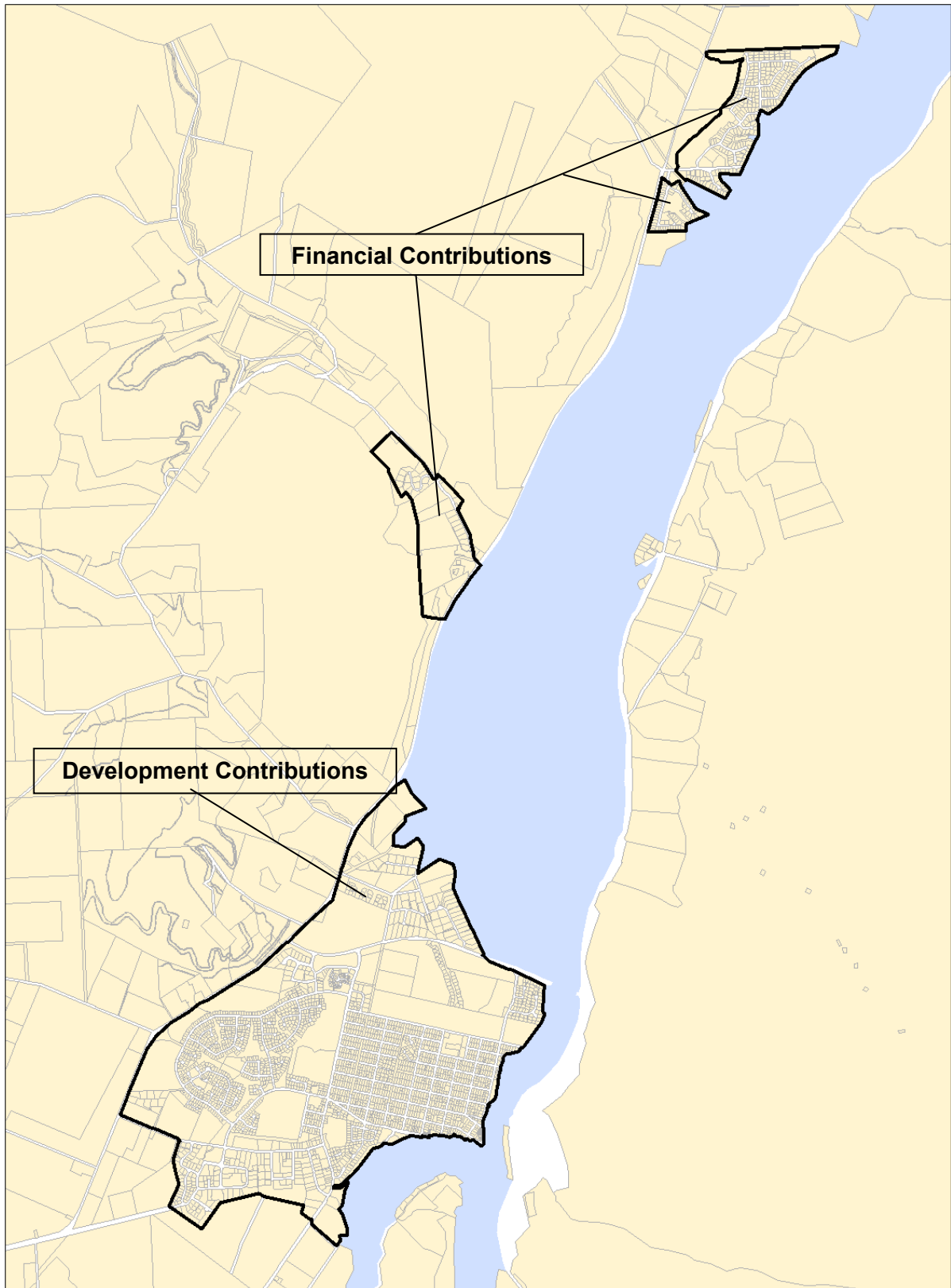
URBAN CROMWELL and OUTER CROMWELL WATER SUPPLY – SCHEME BOUNDARY



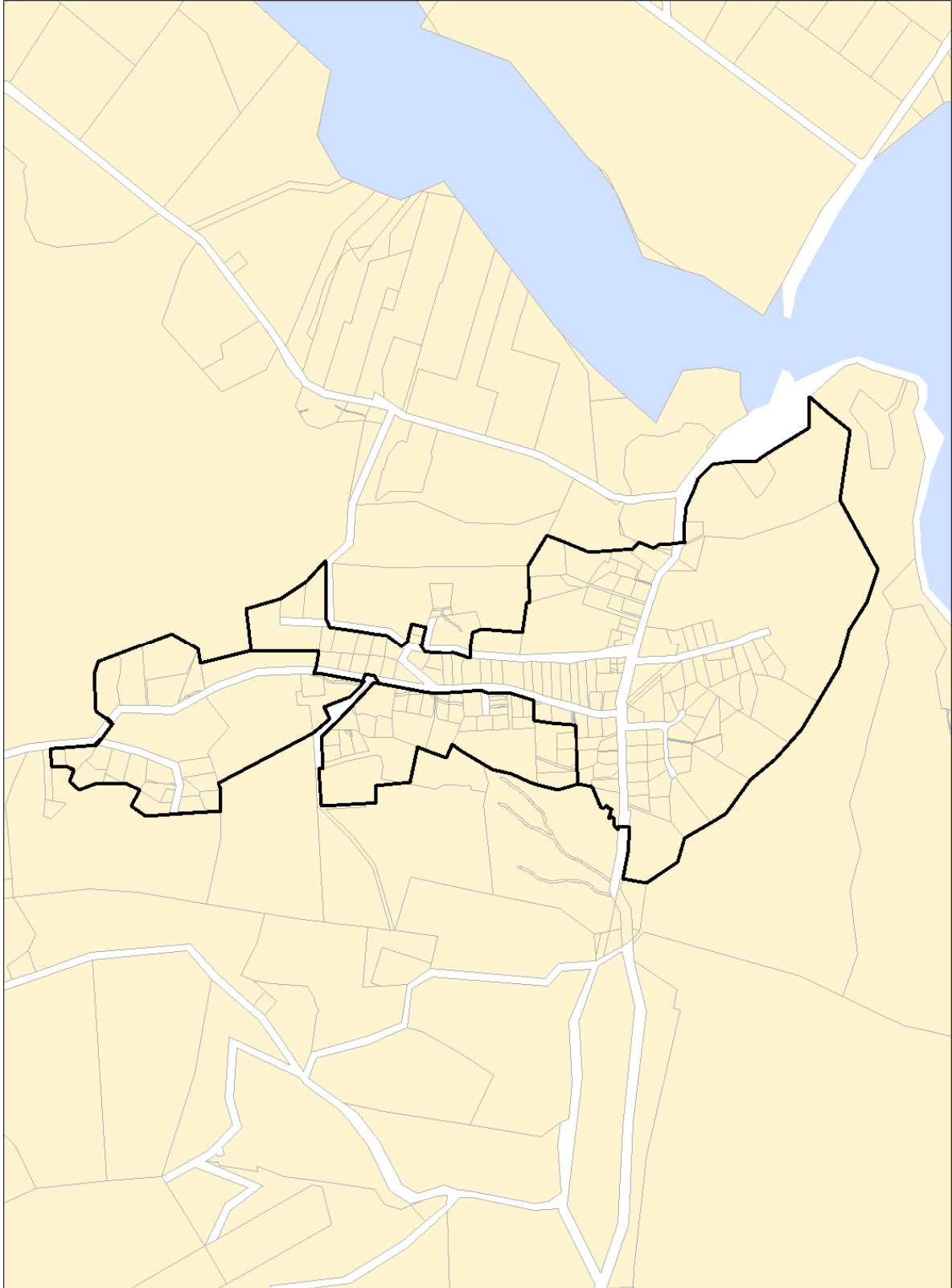
BANNOCKBURN WATER SUPPLY – SCHEME BOUNDARY (OUTER CROMWELL FOR DC's)



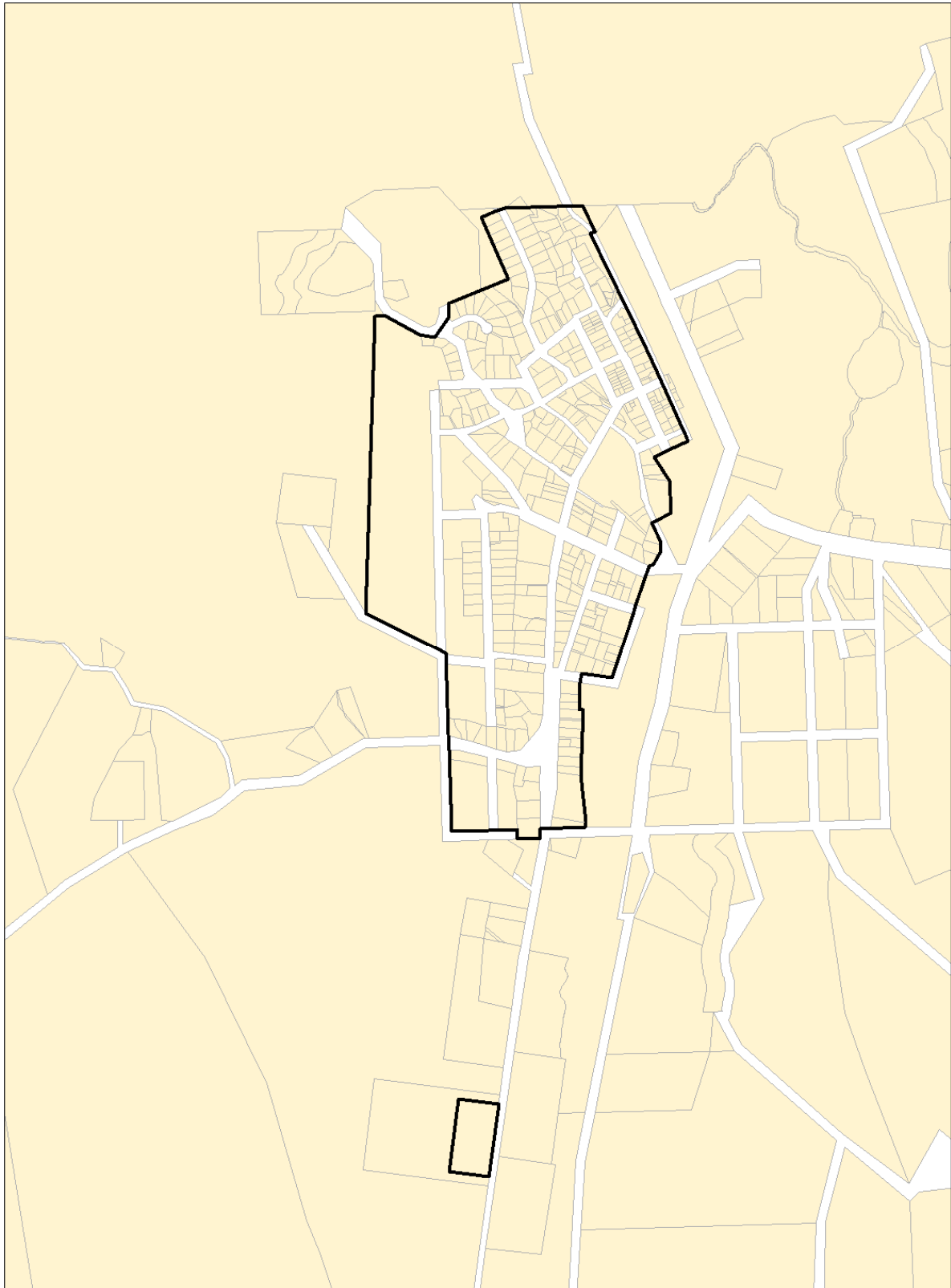
CROMWELL WASTEWATER – SCHEME BOUNDARY



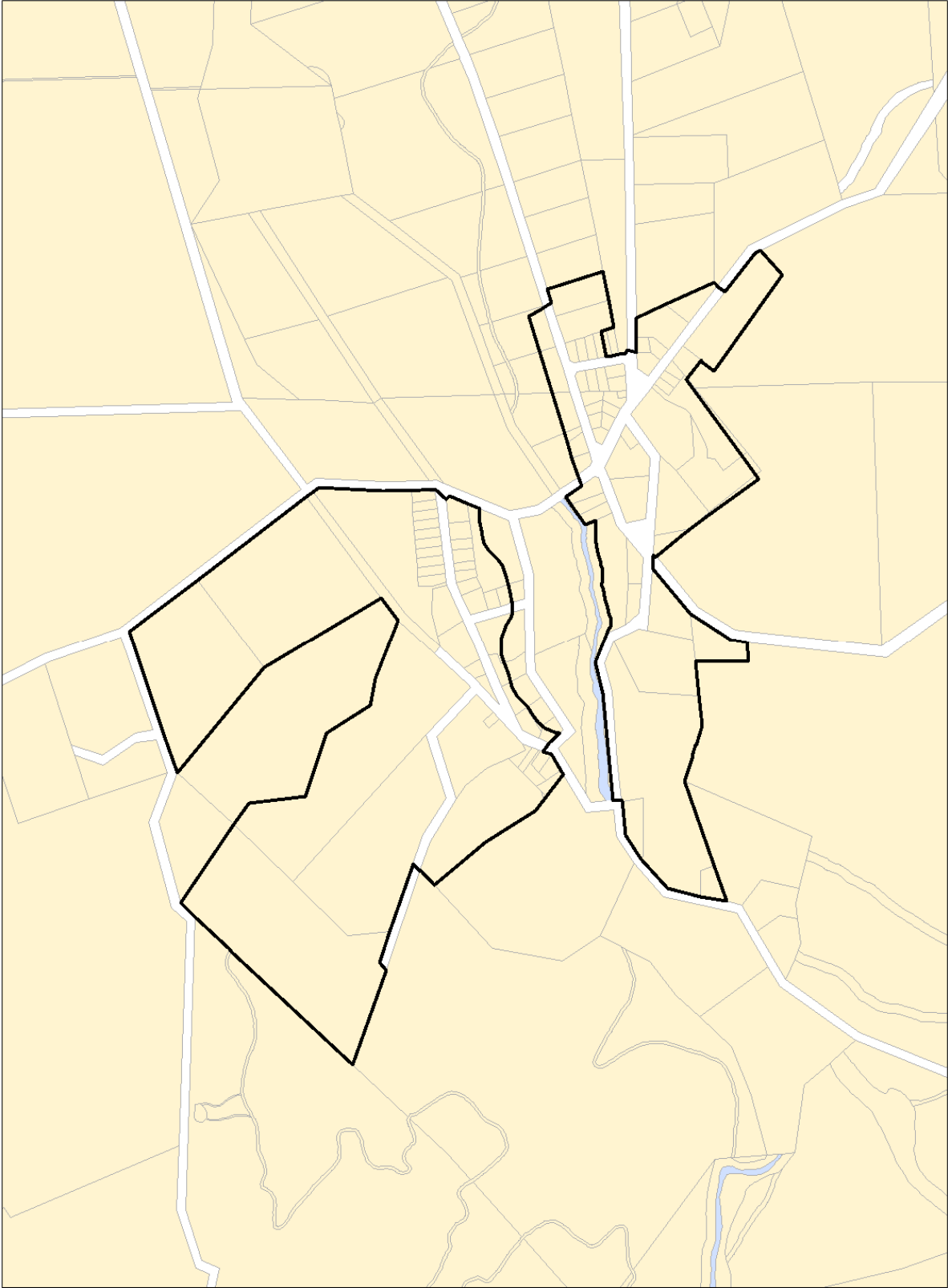
BANNOCKBURN WASTEWATER – SCHEME BOUNDARY (Financial Contributions)



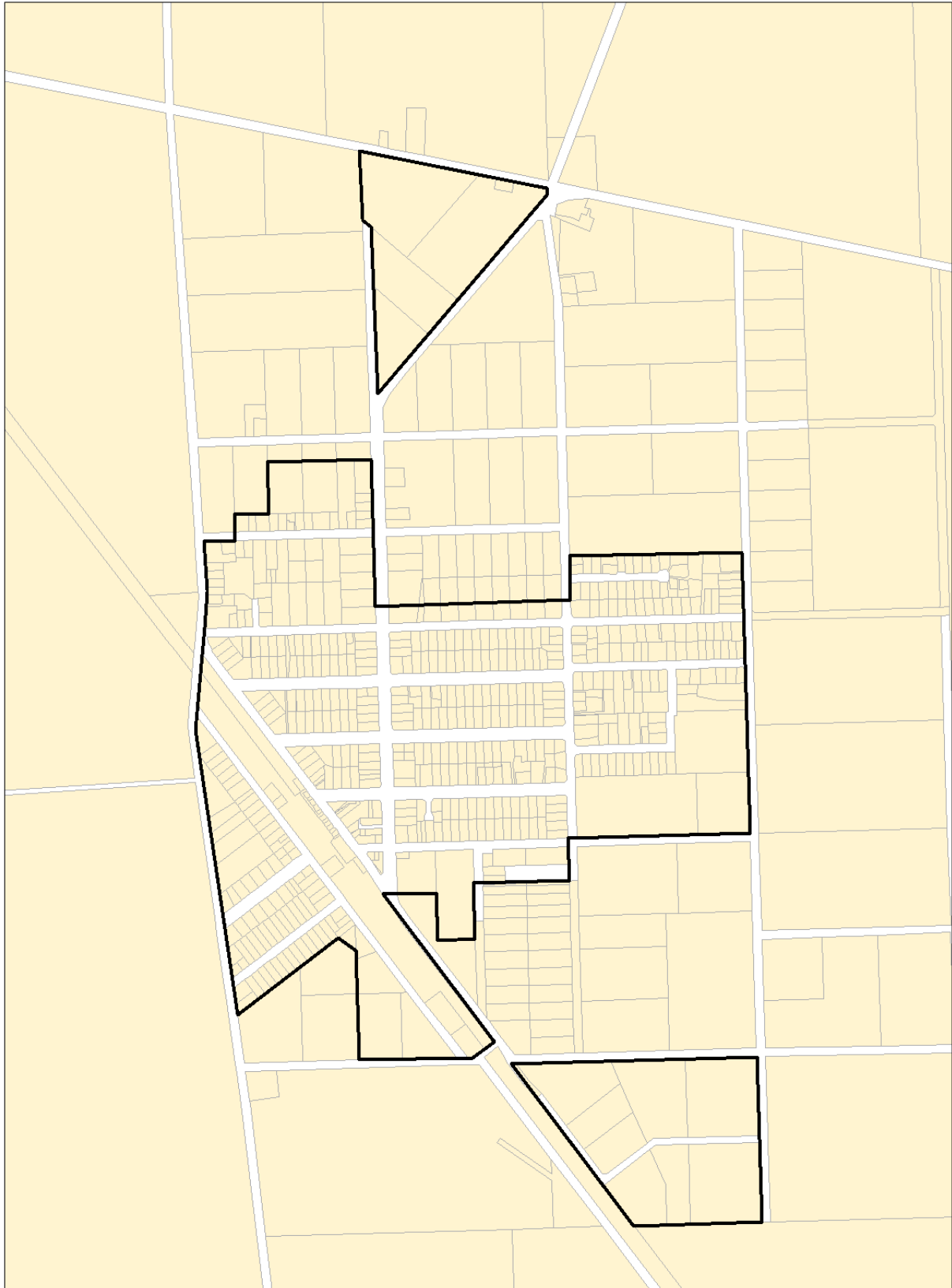
NASEBY URBAN WATER SUPPLY AND WASTEWATER – SCHEME BOUNDARY



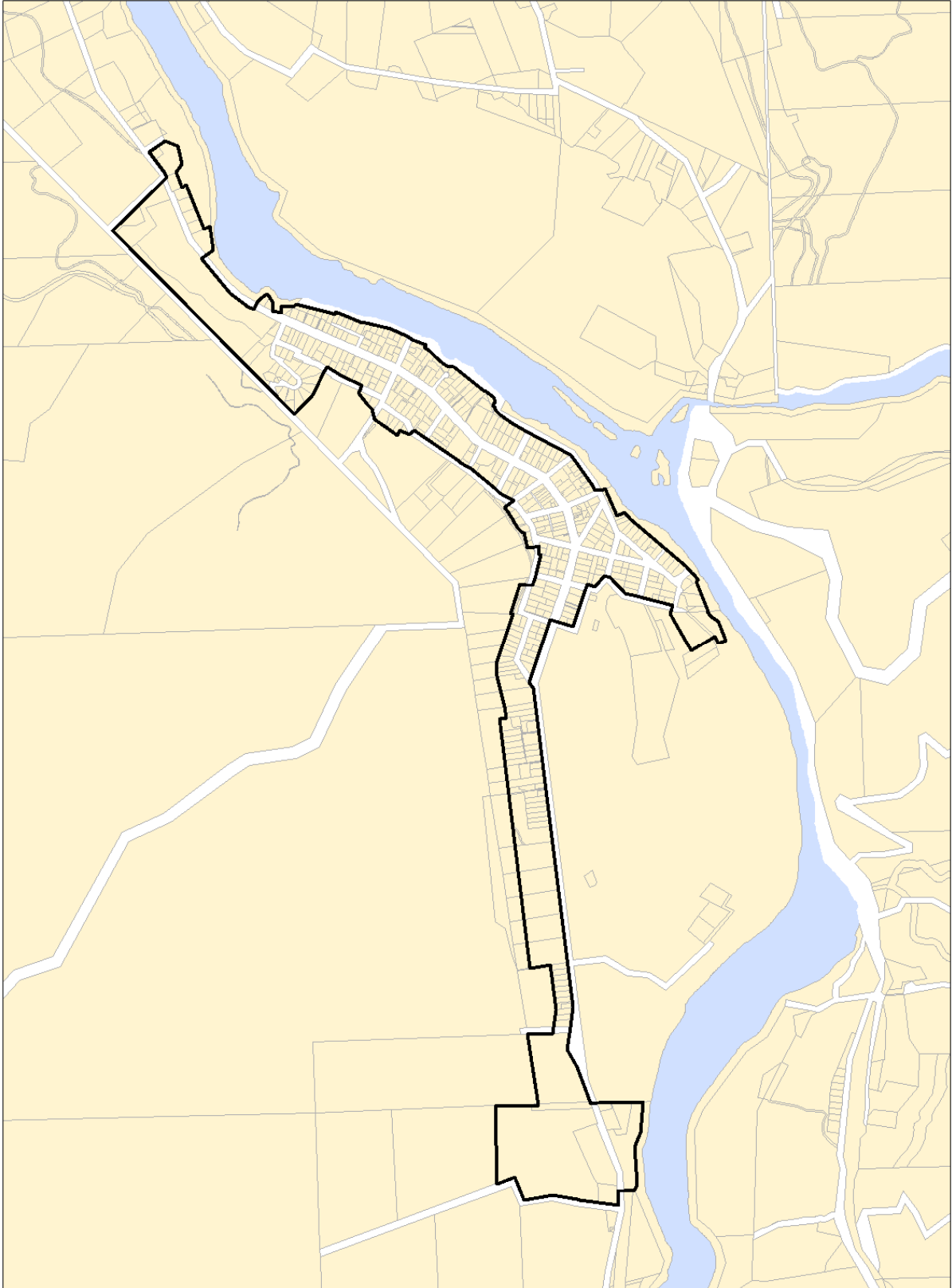
PATEAROA URBAN WATER SUPPLY – SCHEME BOUNDARY (Financial Contributions)



RANFURLY URBAN WATER SUPPLY AND WASTEWATER – SCHEME BOUNDARY



ROXBURGH URBAN WATER SUPPLY AND WASTEWATER – SCHEME BOUNDARY





I. WASTE PLAN SUMMARY

Towards Zero Waste and a Sustainable Central Otago

The Solid Waste Minimisation Strategy 2007 (SWMS) incorporates Council's philosophy of working towards Zero Waste through effective waste minimisation and encouraging individuals to use all resources more efficiently and at a sustainable rate. This reinforces Council's commitment to Zero Waste. The aim of Zero Waste is to eliminate rather than just manage waste. It is a holistic approach to change the way materials flow through society – to ultimately lead to no waste. Council acknowledges that no system is 100% efficient; hence we are on a journey towards sustainability and continuous improvement.

Towards Zero Waste and a Sustainable Central Otago requires a new way of thinking at every level of the community. It will require a sense of personal responsibility. With everyone taking responsibility for reducing the waste that they generate, we can achieve our vision.

Nine guiding values will guide the policy, decision making and action of Council as it seeks to implement the SWMS.

Making a Difference

We will inspire and lead others with our special point of difference.

Respecting Others

We will respect our cultural and personal difference.

Embracing Diversity

We will recognise differences and embrace diversity.

Adding Value

We will always ask ourselves if there is a better way – one that achieves a better outcome.

Having Integrity

We will seek to be open and honest.

Learning from the past

We will learn from past experiences with future generations in mind.

Making a Sustainable Difference

We will make decisions in business with the community in mind and in harmony with the natural environment.

Protecting our Rich Heritage

We will protect and celebrate our rich heritage in landscapes, architecture, flora and fauna and different cultural origins.

Meeting Obligations

We will meet legal obligations at both a local and national level.

The Council requires a plan for the integrated management and minimisation of waste now, and to facilitate future Waste Minimisation. The Strategy must provide the best options considering economic, social, cultural and environmental perspectives.

The objectives of the SWMS are to:

- Minimise the creation of waste
- Encourage more efficient use of resources
- Avoid or remedy adverse environmental impacts of waste
- Influence behavioural change among individuals and organisations
- Recognise the New Zealand Waste Strategy as a guiding document
- Encompass the purpose and principles of the Local Government Act 2002 and 1974 with regards to waste management

J. WATER AND SANITARY SERVICES ASSESSMENT SUMMARY

Executive Summary

Central Otago has prepared a Water and Sanitary Services Assessment (WSSA) in accordance with the Local Government Act 2002 (Part 7). This is basically an update of the Water and Sanitary Services Assessment consulted on for the 2006 – 2016 LTCCP.

Public Health Risk

Comments on public health risk factors from the Medical Officer of Health are shown in Appendix A, of the full document (which is available from Council).

Water Services

The Health (Drinking Water) Amendment Bill 2006 was enacted as of 1 July 2008. The Act promotes the safety of drinking water and requires suppliers to take all reasonably practicable steps to meet the Ministry of Health standards.

To meet the requirements of the new Water Quality legislation, Council will need to upgrade almost all of its water supplies in the coming years.

To minimise the cost of the upgrade programme Council needs to reduce water consumption by undertaking conservation measures. Council has included significant funds in the LTCCP for installation of water meters over the next four years.

Council has determined that it is insufficiently resourced to visit and assess the risk all private water supplies.

Council has also resolved to forward all public information on private water supplies to Public Health South for its information and action where required.

Wastewater Services

Council will continue to improve effluent quality by upgrading its treatment plants, and in particular to reduce overflow potential. In conjunction, it will continue to progress to land based disposal to meet Otago Regional Council and Iwi objectives.

Stormwater Services

Stormwater is considered by Council to be a discretionary service. The adequacy of stormwater needs to be continually reviewed in respect to commercial and industrial development and in accordance with legislative requirements and environmental best practice.

Public Toilets

The District is well served (in capacity) by public toilets. The recently adopted strategy articulates the future standards to be achieved, and provides an effective means of promoting upgrades, renewals, and new facilities.

Cemeteries

The district is very well served by cemeteries, the majority of which are not Council managed.

Solid Waste

The closed landfills are rigorously monitored, with no evidence of environment effects.

Waste collection, transfer and disposal are well managed. In conjunction with Central Otago Wastebusters significant effort is being put into waste minimisation. Council adopted a Waste Minimisation Strategy in 2007, and is introducing this through a holistic, community led process, with a focus on waste reduction.



K. GOVERNANCE STATEMENT

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1. WHAT IS A GOVERNANCE STATEMENT?

Central Otago District Council's Governance Statement is a collection of information about the processes that Council uses to connect with the district's residents.

It outlines how Council makes decisions and shows how residents can influence those processes.

Council's governance statement is a requirement of Section 40 of the Local Government Act 2002 (LGA2002). Council is obliged to produce a new governance statement within six months of each triennial election.

2. COUNCIL'S FUNCTIONS, RESPONSIBILITY AND ACTIVITIES

The purpose of the Central Otago District Council (Council), as outlined in the LGA2002, is to enable democratic local decision making to promote the social, economic, environmental and cultural wellbeing of Central Otago and its residents in the present and for the future.

In meeting its purpose Council has a variety of roles these include:

- providing leadership for the district
- providing sustainable management of the local infrastructure, including network infrastructure (e.g. roads, sewage disposal, water, storm water) and community infrastructure (libraries and community facilities)
- planning for the future needs of the district – this includes protecting and strengthening our Regional Identity
- supporting local communities to achieve their community's aspiration
- environmental management

The key activities that Council is involved in fall into 5 main areas:

- Community Services
- District Development
- Utility Services
- Environmental Services
- Governance and Administration

3. LOCAL LEGISLATION

In addition to the legislation that applies to all local authorities, Council is also bound by local legislation, in particular a number of bylaws, details of which are set out below.

Adopted	Central Otago District Council (CODC) Bylaw	Review Status	Purpose
1989	The Alexandra Aerodrome Bylaw	Under review	To regulate use of the Alexandra Aerodrome Reserve, preserve order therein, prevent nuisance therein and for safety of people using the reserve.
1992	Refuse Bylaw	Under review	To control collection, management and disposal of domestic refuse, refuse from litter bins, hardfill, offensive refuse, toxic or hazardous waste or prohibited material at transfer stations or principal refuse disposal areas and declaration of refuse disposal stations.
2008	Water Supply Bylaw	Current	To control the supply and sale of water by the Water Supply Authority (CODC).
1994	Wastewater Drainage	Under review	To control wastewater drainage from domestic and trade premises to the CODC Wastewater Authority. Does not include trade waste.
2001	Tradewaste Bylaw	Under review	To control the discharge of trade waste to the Central Otago District Council's Wastewater system.
2008	General Bylaws		
	Part 1 Introductory	Current	To interpret terms and expressions used in the bylaw and outline powers and mechanisms to enforce CODC bylaws.
	Part 2 Public Places	Current	To regulate activities which can be carried out in roads, public places and reserves including damage to public places and activities which may have an adverse effect on other users. To regulate the conduct of persons selling goods on streets, roads, footpaths and other public places and persons using vehicles to sell goods and services to the general public.
	Part 3 Open Air Fires in the Urban Fire District	Current	To control burning in the open air in urban areas, prevent smoke from fires in the open causing a nuisance and meet LGA 2002 requirement for local authorities to have a bylaw to prevent the spread of fires involving vegetation.
	Part 4 Keeping of animals, poultry and bees	Current	To outline requirements for keeping animals, poultry and bees.

Adopted	Central Otago District Council (CODC) Bylaw	Review Status	Purpose
	Part 6 Cemeteries and crematoria	Current	To enable Council to control and set standards for the operation of cemeteries and crematoria within the district.
2004	Liquor (Control of Liquor in Public Places) Bylaw	Current	To prohibit, regulate or control the consumption, bringing or possession of alcohol in respect of a specified public place.
2006	Dog Control Bylaw	Current	To give effect to the CODC Dog Control Policy that outlines issues of control, management and classification of dogs and their owners in the Central Otago District.
2006	Lake Dunstan Navigation Safety Bylaw	Current	The regulation and control of navigation safety on Lake Dunstan.
2007	Speed Limit Bylaw	Current	To set speed limits in areas of the district as specified in the schedules.

4. ELECTORAL SYSTEMS

First Past the Post and Single Transferable Vote

Council currently operates its elections under the First Past the Post (FPP) electoral system. Electors vote for their preferred candidate(s) and those with the most votes win.

The other option permitted under the Local Electoral Act 2001 is the Single Transferable Vote system (STV). Electors rank candidates in order of preference. Successful candidates must receive a quota of the votes. The quota (share of votes) that is needed for a candidate to be elected depends on the number of seats and the number of votes cast. In the first round of counting the candidates with the highest and lowest number of votes are identified. The lowest-polling candidates are then excluded. When the top polling candidates have received their quota, the second votes are redistributed. This process is repeated until there are enough candidates with a quota to fill all available seats.

Deciding on which electoral system to use

Under the Local Electoral Act 2001:

- Council can resolve to change the electoral system to be used at the next two elections;
- Council can conduct a binding poll on which electoral system to use;
- Electors can demand that a binding poll be held, in which case 5 percent of electors need to sign a petition demanding that a poll be held.

Once changed, an electoral system must be used for at least the next two triennial Council elections.

The voting system for Council's Triennial Elections

Council resolved, in August 2005, to retain the FPP system. That decision was in relation to the 2007 Triennial Elections for Councillors and Community Board Members. If the system is to change for the 2010 elections, Council must make the decision by 12 September 2008 or conduct a poll. Electors could demand a poll after this date.

5. REPRESENTATION ARRANGEMENTS

Council has 10 elected members from five wards and the Mayor.

Wards

Alexandra Ward	(population 4,824): 3 Councillors
Cromwell Ward	(population 4,896): 3 Councillors
Earnscliffe Manuherikia Ward	(population 3,534): 2 Councillors
Maniototo Ward	(population 1,710): 1 Councillor
Roxburgh Ward	(population 1,683): 1 Councillor

(Population figures as per 2006 census)

Community Board

The Central Otago District Council has four community boards. The composition of each is as follows:

Community Board	Wards of Community	Elected	Appointed
Vincent	Alexandra Earnscliffe Manuherikia	5	3
Cromwell	Cromwell	4	3
Maniototo	Maniototo	4	1
Roxburgh	Roxburgh	4	1

Changing Representation Arrangements

Council is required to review its representation arrangements at least every six years. The next review will be undertaken in 2012. This involves a boundary review as well as a review of the representation arrangements for the 2013 triennial elections. Council must follow the procedure set out in the Local Electoral Act 2001 when conducting this review and should also follow the guidelines published by the Local

Government Commission. The Act gives the public the right to make a written submission to the Council and the right to be heard if wished.

There is also the right to appeal any decisions on the above to the Local Government Commission, which will make a binding decision on the appeal. Further details on the matters that the Council must consider in reviewing its membership and the basis of election can be found in the Local Electoral Act 2001.

6. MEMBERS' ROLE AND CONDUCT

The Mayor and Councillors of the Council have the following roles:

- Developing and approving Council policy;
- Determining the expenditure and the funding requirements of the Council through the Long Term Council Community Plan;
- Monitoring the performance of the Council against its stated objectives and policies;
- Employing, overseeing and monitoring the Chief Executive Officer;
- Prudent stewardship of Council resources;
- Having regard to the views of all the communities in the Central Otago District.

The Mayor is elected by the district at large and as one of the elected members shares the same responsibilities as other members of Council. In addition, the Mayor has the following roles:

- The presiding member at meetings of the Council, and as such is responsible under Standing Orders (a set of procedures for conducting its meetings) for the orderly conduct of Council business at meetings;
- Community leader;
- Acting as community advocate to promote the attributes of the community and representing its interests. Such advocacy will be more effective where it is carried out with the knowledge and support of the Council;
- Justice of the Peace while holding office as Mayor.

The Deputy Mayor exercises the same responsibilities as other Councillors. In addition, the Deputy Mayor is authorised to chair meetings of the Council in the Mayor's absence, and generally to perform the functions and duties of the Mayor.

Role of Community Boards

Community Boards role is set out under Section 52 of the Local Government Act 2002 and is to:

- Represent, and act as an advocate for, the interests of its community;
- Consider and report on all matters referred to it by the Council, or any matter of interest or concern to the Community Board;
- Maintain an overview of services provided by the Council within the community;
- Prepare an annual submission to the Council for expenditure within the community;
- Communicate with the community, local organisations and special interest groups within the community;
- Undertake any other responsibilities that are delegated to it by the territorial authority.

Responsibilities Delegated to Community Boards

The Council has made the following delegations to its Community Boards:

- In relation to bridging, financially assisted and unassisted roading programmes, the authority to make recommendations to the Council on priorities for works within the Community Board Ward(s).
- In relation to non-financially assisted roading works, the power to determine appropriate works programmes, provided that the works are funded from the Community Board's own resources.
- The general provision (including maintenance and upgrading as required) of wastewater drainage and disposal, stormwater drainage, water supplies, footpaths, car parking, public recreational facilities, cemeteries, community centres and public halls.
- The provision and maintenance of such other works, facilities, and amenities in the Community Board Ward(s) as the Board sees fit.
- Monitor and take such action as necessary to ensure the adequacy of traffic activity (including temporary road closures, naming of streets and so on).
- Provide input to the Council's Revenue and Financing Policy, Annual Plan and Long Term Council Community Plan.
- Monitor the Community Board's budget and make such alterations as are necessary during the course of the fiscal year.
- Make grants and donations.
- Negotiate the acquisition and disposal of Council property within the Community Board's jurisdiction, subject to any property transactions being formally approved by the Council.
- Approval of fees and charges relating to ward services.

Conduct of elected members

Elected members have specific obligations as to their conduct, as set out in the following legislation:

- Schedule 7 of the Local Government Act 2002, which includes obligations for Council to act as a good employer in respect of the Chief Executive Officer and to abide by the current Code of Conduct and Standing Orders.
- The Local Authorities (Members' Interest) Act 1968, which regulates the conduct of elected members in situations where there is, or could be, a conflict of interest between their duties as an elected member and their financial interests (either direct or indirect).
- The Secrets Commissions Act 1910, which prohibits elected members from accepting gifts or rewards which could be seen to sway them to perform their duties in a particular way.
- The Crimes Act 1961 regarding the acceptance of gifts for acting in a certain way, and use of official information for private profit.

Code of Conduct

All councillors are required to adhere to a Code of Conduct. Adopting such a code is a requirement of the Local Government Act 2002. The Code of Conduct sets out Council's understanding and expectations of how the Mayor and Councillors will relate to one another, to staff, to the media and to the general public in the course of their duties. Central Otago Community Boards have adopted the Code as well. Copies of the Code of Conduct can be obtained from Council's Alexandra Office and Service Centres.

7. GOVERNANCE AND DELEGATIONS

Appendix A outlines the governance structure.

Council's responsibilities which cannot be delegated are set out under Schedule 7, clause 32(1) of the LGA and are included in Council's Delegation Register as follows:

The power to:

- make a rate;
- make a bylaw;
- borrow money, or purchase or dispose of assets, other than in accordance with the Long Term Council Community Plan (LTCCP);
- adopt a LTCCP, Annual Plan or Annual Report;
- appoint a Chief Executive Officer;
- adopt policies required to be adopted and consulted on under the Local Government Act 2002 in association with the LTCCP or developed for the purposes of the Local Governance Statement.

Additionally:

- Recommendations made to Council by the Ombudsman under section 32 of the Local Government Official Information and Meetings Act 1987 may not be delegated.
- Under section 12 of the Fencing of Swimming Pools Act 1987, the Council's powers and functions may only be delegated to a Committee comprising only members of the Council.

Council also reserves the following powers and functions to itself:

- appointment of Standing Committees;
- appointment of the Deputy Mayor;
- dismissal of the Chief Executive Officer;
- any proposal to promote legislation;
- overall budgetary control of the total operations of Council;
- stopping of roads (section 319(h) of the Local Government Act 1974);
- acquisition or holding of shares or interests in a body corporate, partnership, joint venture or other association of persons;
- the co-ordination of advice from Committees and Community Boards in respect of the Annual Plan and LTCCP process, and the determination of the funding and priorities derived from that for rates setting and other funding purposes;
- the right to appeal decisions of external bodies;
- proposals for the remuneration of elected members;
- proposals for a change to the political structure of Council including the nature and authority of Committees, delegations to officers, the size of Council, the nature of wards and communities, and representation for wards and communities.

Further details on the Council's delegations to a Committee, Subcommittee, Community Board or officer including their terms of reference, membership and meeting arrangements can be obtained from the Council's Alexandra Office and Service Centres or from the website www.codc.govt.nz

8. MEETING PROCESSES

The legal requirements for Council meetings are set down in the Local Government Act 2002 and the Local Government Official Information and Meetings Act 1987 (LGOIMA).

All Council and Committee meetings must be open to the public unless there is reason to consider some item 'in committee' (i.e., these items are deemed to be confidential and members of the public will be asked to leave the room until discussion on the item has been completed). Although meetings are open to the public, members of the public do not have speaking rights unless prior arrangements are made with Council. LGOIMA contains a list of the circumstances where Councils may consider items with the public excluded. (These circumstances generally relate to protection of personal privacy, professionally privileged or commercially sensitive information, and the maintenance of public health, safety and order).

The Council agenda is a public document, although parts may be withheld if the above circumstances apply.

The Mayor or Committee chairperson is responsible for maintaining order at meetings and may, at his or her discretion, order the removal of any member of public for disorderly conduct, or remove any member of Council who does not comply with Standing Orders.

Minutes of meetings must be kept and made publicly available, subject to the provisions of LGOIMA.

For meetings of Council, at least 14 days notice of the time and place of the meeting must be given except for extraordinary meetings, when at least three working days notice, or at least 24 hours notice if the meeting is called by resolution, must be given.

During meetings of the Council, Committees and Community Boards, all Council participants must follow Standing Orders unless Standing Orders are suspended by a vote of 75 per cent (or more) of the members present.

9. CONSULTATION POLICY

Central Otago District Council is committed to effective community consultation.

It welcomes input from the people of this district so that it can adequately reflect their views in decision-making.

Consultation does not take anything away from the decision-making roles of elected representatives. Rather, it enhances this democratic process by contributing to the decision making function of Council.

Community Consultation Process

Council is committed to on-going and effective community consultation. Council is also committed to determining the overall community views as accurately as possible and will use appropriate techniques to meet this objective; the community consultation process in Appendix B sets out further information.

Consultation Principles

The Council uses the following principles to consult with the community. Some of the principles also refer to sections in the Local Government Act 2002.

- **The long term perspective**
The interests of future generations are considered.
Section 14 (1) (c) (ii)
- **An integrated approach**
The people interested/involved in the issues are identified. The interconnectedness of economic, social, cultural and environmental conditions is recognised.
- **Clear and relevant information provided**
The scope and purpose of the consultation is clear from the outset.
Section 82(1) (a) and (c)
- **Timing**
Sufficient time will be allowed for participants to contribute and genuinely influence the outcomes.
- **Responsiveness**
The Council is committed to considering and responding to participants' contributions in decision-making.
- **Approach to Consultation**
Consultation will be transparent, fair, accessible and a flexible process. It will be designed to be appropriate to the complexity or impact of the issue and to the constraints on the decision-making process.
Section 82 (1) (e)
- **Inclusive**
Consultation is set up and run in a way which encourages the participation of people affected by a decision. A range of techniques will be used to encourage and gather a wide and representative view of the community.
Section 82 (1) (b) and 82 (1) (d)
- **Feedback to participants**
Feedback will be provided on how the information has influenced the issue/decisions, giving reasons for the choices made.
Section 82 (1) (f)
- **Evaluation**
All consultations will be evaluated after the decision-making is complete in terms of the process and participation.

Special Consultative Procedure

The LGA 2002 has specific procedures that Council must follow when:

- Adopting or amending a Long Term Council Community Plan (LTCCP)
- Adopting an annual plan
- Adopting, reviewing or amending a by-law
- Amending or adopting any policy on significance
- Changing the mode of delivery of a significant activity

This special consultative procedure is regarded as a minimum process and consists of the following steps:

Step One: Preparation of a statement of proposal and a summary.

Council must prepare a description of the proposed decision or course of action. The statement must be available for distribution throughout the community and must be available for inspection at the Council office and may be available elsewhere. Council also has to prepare a full and fair summary of the proposal, which must be distributed as widely as it considers to be reasonable and practicable. This statement must be included on the agenda for a Council meeting.

Step Two: Public Notice.

Council must give public notice of the proposal and of the consultation being undertaken.

Step Three: Receive Submissions.

Council must acknowledge all written submissions and offer submitters a reasonable opportunity to make an oral submission. Council must allow at least one month (from the date of notice) for people to make written submissions.

Step Four: Deliberate in Public.

All meetings where Council deliberates on the proposal or hears submissions must be open to the public (unless there is a reason to exclude the public under the LGOIMA). All submissions must be made available unless there is reason to withhold them under LGOIMA.

Step Five: Follow up.

A copy of the decision and a summary of the reasons must be provided to submitters. There is no prescribed format for such a summary.

The Council may be required to use the Special Consultative Procedure under other legislation and it may use this procedure in other circumstances if it wishes to do so.

10. CONSULTATION WITH MAORI

Council recognises its obligations under the LGA (Part 6 Section 81) to establish and maintain processes to provide opportunities for Maori to contribute to its decision-making processes and make information available to them.

Council is currently considering ways in which to foster the development of Maori capacity to contribute to decision making processes and is seeking to consult with and involve Maori in the process. It has a representative on Te Roopu Awhina, which meets about four times a year.

For consultation under the Resource Management Act, Council has entered into a protocol with Kai Tahu Ki Otago since 1997. The Council consults with Kai Tahu Ki Otago on decision-making, most notably if the decision is significant and relates to land or a body of water.

11. MANAGEMENT STRUCTURES AND RELATIONSHIPS

Chief Executive Officer

The LGA requires the Council to employ a Chief Executive Officer whose responsibilities are to employ other staff on behalf of Council, implement Council decisions and provide advice to the Council. Under the Act, the Chief Executive Officer is the only person who may lawfully give instructions to a staff member. Any complaint about individual staff members should, therefore, be directed to the Chief Executive Officer, rather than the Mayor or Councillors.

The contact details of the Chief Executive Officer:

Phil Melhopt
Chief Executive Officer
Central Otago District Council
PO Box 122
ALEXANDRA

email: phil.melhopt@codc.govt.nz
phone: 03 440 0056
fax: 03 448 9196

Council Management is organised into four areas:

These are:

Corporate Services – finance, rates, information technology, administration, minute secretary support to Council and Community Boards, libraries.

Contact: Susan Finlay
Corporate Services Manager
email: susan.finlay@codc.govt.nz

Planning and Environment – the district plan, planning, consents processing, environmental health, building control, dog control, liquor licensing

Contact: Louise van der Voort
Manager, Planning and Environment
email: louise.vandervoort@codc.govt.nz

Assets and Contracts – roads, water, stormwater, waste water, road safety, property, emergency management, waste minimisation, rural fire

Contact: Murray Washington
Manager, Assets and Contracts
email: murray.washington@codc.govt.nz

District Development – parks, recreation, marketing, community planning, tourism promotion, community facilities, swimming pools, regional identity and communications, business development, visitor information centres.

Contact: Anne Pullar
District Development Manager
email: anne.pullar@codc.govt.nz

Please refer to the Organisational Structure Chart in Appendix C for more details.

12. EQUAL EMPLOYMENT OPPORTUNITIES

The LGA (Section 36, Schedule 7) requires Council to act as a 'good employer'. Council is committed to equal opportunity in employment. It believes that all employment related decisions should be made on merit. People will not be disadvantaged because of race, nationality, colour, sex, marital status, age, sexual preference, religious, political or ethical beliefs, employment status, family status, disability.

Council will provide all employees with good safe working conditions, make staff selections on the basis of merit after taking into account all relevant qualifications, work history and other experience relating to the position to be filled, provide opportunity for enhancement of the abilities of individual employees, recognise the employment requirements of persons with disabilities and recognise the aims and aspirations of the cultural differences of ethnic and minority groups.

13. KEY APPROVED PLANNING AND POLICY DOCUMENTS

The following have been identified as key Council planning and policy documents. To view or find out more about these plans and policies, please contact the Council's Alexandra Office or Service Centres or visit Council's website www.codc.govt.nz

Activity Management Plans

Council's Activity Management Plans for roading, water, waste water, stormwater, property, solid waste and parks and reserves were completed in early 2006; the latter three are all new plans for Council.

These Plans act as a base for Council's strategic financial planning and focus on asset management, levels of service and condition as well as performance assessment. Each of these plans also identifies risk and assumptions and incorporates an improvement plan - this lists the actions required to improve the asset management practices of Council.

Central Otago Brand Identity Guidelines

This document contains the vision, values and the brand expression that captures the region - Central Otago A World of Difference. It also outlines the photography styles, colour palette, typography and logo specifications and graphic devices that can be used in association with pure brand usage or endorsed brand identity usage.

Central Otago District Plan

The District Plan assists Council with its responsibilities to promote the sustainable management of natural and physical resources of the district. This Plan is prepared in accordance with the requirements of the Resource Management Act 1991.

Community Outcomes

In 2003 the Council facilitated a consultation process to find out what the community wanted Central Otago to be like as a place to live, work and play in the next 10 years. This process was called Central Prospects. The community's key issues and priorities were collated and analysed. These priorities have been reviewed in 2006/07 with actions that have been achieved being reported back to the community. 2006/06 also provided the opportunity to look at the outcomes for the next 10 years and ensure they are still relevant. A copy of the Community Outcomes is available at the Council's offices or visit Council's website www.codc.govt.nz

Community Outcomes from Consultation

In 2003 the Council facilitated a consultation process designed to find out what the community wanted Central Otago to be like as a place to live, work and play in the next 10 years and to support the development of its 10 year strategic plan. This process was called Central Prospects. The community's key issues and priorities were collated and analysed. A copy of the Community Outcomes is available at

Council's Alexandra Office or Service Centres or visit Council's website www.codc.govt.nz

Community Plans

Community plans have been designed to encourage community participation at a local level. Emphasis is placed on obtaining views of the community and identifying their points of difference while determining what opportunities there might be to ensure that the local community remain an attractive and desirable place in which to work, live and play. The plans provide an important insight on the direction communities would like to head, have a collective community vision and propose a number of key recommendations that might assist in the development of a sustainable community. Plans have been completed for St Bathans, Roxburgh and the Teviot Valley, Clyde, Naseby, Alexandra, Maniototo, Patearoa and Tarras with upcoming plans suggested for Cromwell and Waipiata. A copy of the plans are available at the Council's offices or visit Council's website www.codc.govt.nz

Funding and Financial Policies

Council's funding and financial policies set out the guidelines of how the Council plans for, and acquires funds to, finance its operation, projects and programmes.

The Funding and Financial Policies include the:

- Revenue and Financing Policy
- Rating Policy
- Significance Policy
- Liability Management Policy
- Investment Policy
- Development and Financial Contributions Policy
- Policy on the Commitment of Council Resources to Partnerships with the Private Sector
- Policy on Appointment and Remuneration of Directors to Council Controlled Organisations and Council Organisations.

Long Term Council Community Plans

Under the LGA, the Council is required to develop a Long Term Council Community Plan (LTCCP) in consultation with the community. This document will cover 10 years from the date of its publication and will be reviewed and updated every three years. Council's current LTCCP relates to 2006/16.

LTCCP's are required by law to consider the social, environmental, economic and cultural wellbeing of current and future communities. Each LTCCP contains the Annual Plan for the first year of the LTCCP. In each of the following two years, Council will produce a separate Annual Plan. Any variances from the financial statements and funding impact statements in the LTCCP are explained. Each Annual Plan will describe the work programme to deliver that year's "slice" of the LTCCP. This Plan is also subject to the Special Consultative Procedure as described in Section 9 of this document.

Physical Activity Strategy

This is a collaborative strategy by the Central Otago District Council, Sport Otago, Public Health South and the Central Otago Principals Assn. The focus of this strategy has been on the physical activity needs of the communities of Central Otago. This helps determine the future of recreational facilities, recreations services and programmes plus has an implementation plan for the actions identified. The document sets the necessary resourcing, activities required, responsibilities and timeframes. A copy of the plans are available at the Council's offices or visit Council's website www.codc.govt.nz

Rural Study

Central Otago District is experiencing a strong period of growth. Owing to the subsequent subdivision of rural land, the need has arisen to determine the effects on the landscape values and rural amenity through a comprehensive rural study. The outcome of this study will be a proposed range of methods for subdivision and buildings within the district, so that development may continue while still protecting the values that make Central Otago distinctive. These outcomes may result in changes to the District Plan.

Solid Waste Minimisation Strategy

This Strategy was adopted by Council in 2007 and incorporates the Zero Waste Policy.

Prioritisation and implementation of the strategic initiatives will commence in late 2007 with ongoing resourcing of the same to be addressed in the 2007/08 Annual Plan and 2009/19 LTCCP.

Tourism Strategy

In 2007 a Tourism Strategy was developed for Central Otago to take the district forward over the next 5 years. This strategy outlines current tourism growth and what are the key requirements for this industry to be successful in the future. The strategy outlines a series of strategic directions for various parts of the tourism industry including visitor centres, the Rail Trail, recreations, cultural heritage, events and multisports, food and wine to name but a few. A copy of the strategy is available at the Council's offices or visit Council's website www.codc.govt.nz or the tourism website www.centralotagonz.com

14. PUBLIC ACCESS TO THE COUNCIL

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15. REQUESTS FOR OFFICIAL INFORMATION

Under the Local Government Official Information and Meetings Act 1987 (LGOIMA) any person may request information from the Council. Any request for information is a request made under LGOIMA. It is not necessary to say the request is being made under LGOIMA.

Once a request is made the Council must supply the information unless reason exists for withholding it. LGOIMA says that information may be withheld if release of the information would:

- Endanger the safety of any person;
- Prejudice maintenance of the law;
- Compromise the privacy of any person;
- Reveal confidential or commercially sensitive information;
- Cause offence to tikanga Maori or would disclose the location of waahi tapu;
- Prejudice public health or safety;
- Compromise legal professional privilege;
- Disadvantage the local authority while carrying out negotiations or commercial activities;
- Allow information to be used for improper gain or advantage.

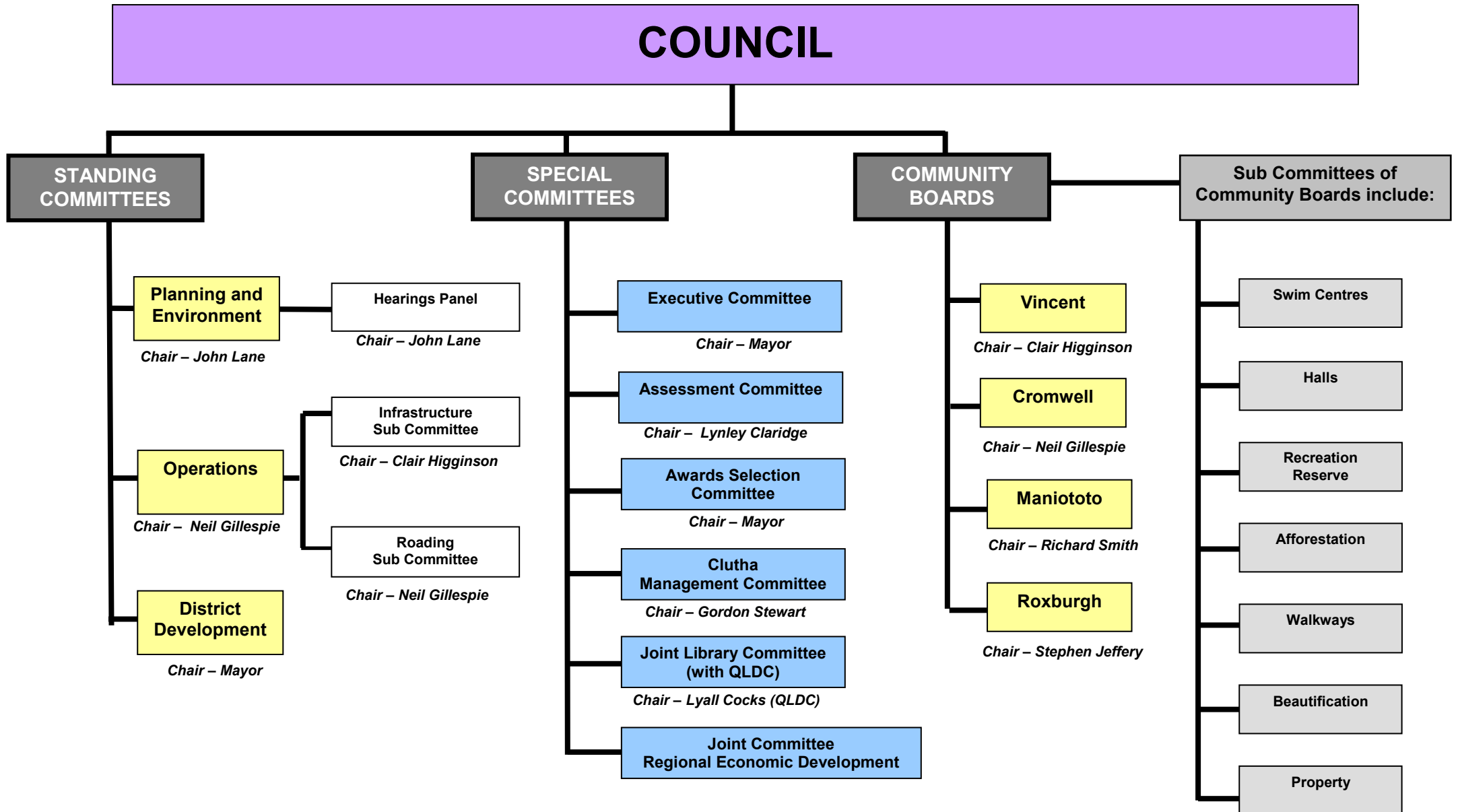
The Council must answer requests within 20 working days (although there are certain circumstances where this time-frame may be extended). The Council may charge for official information, under Ministry of Justice guidelines.

In the first instance you should address requests to:

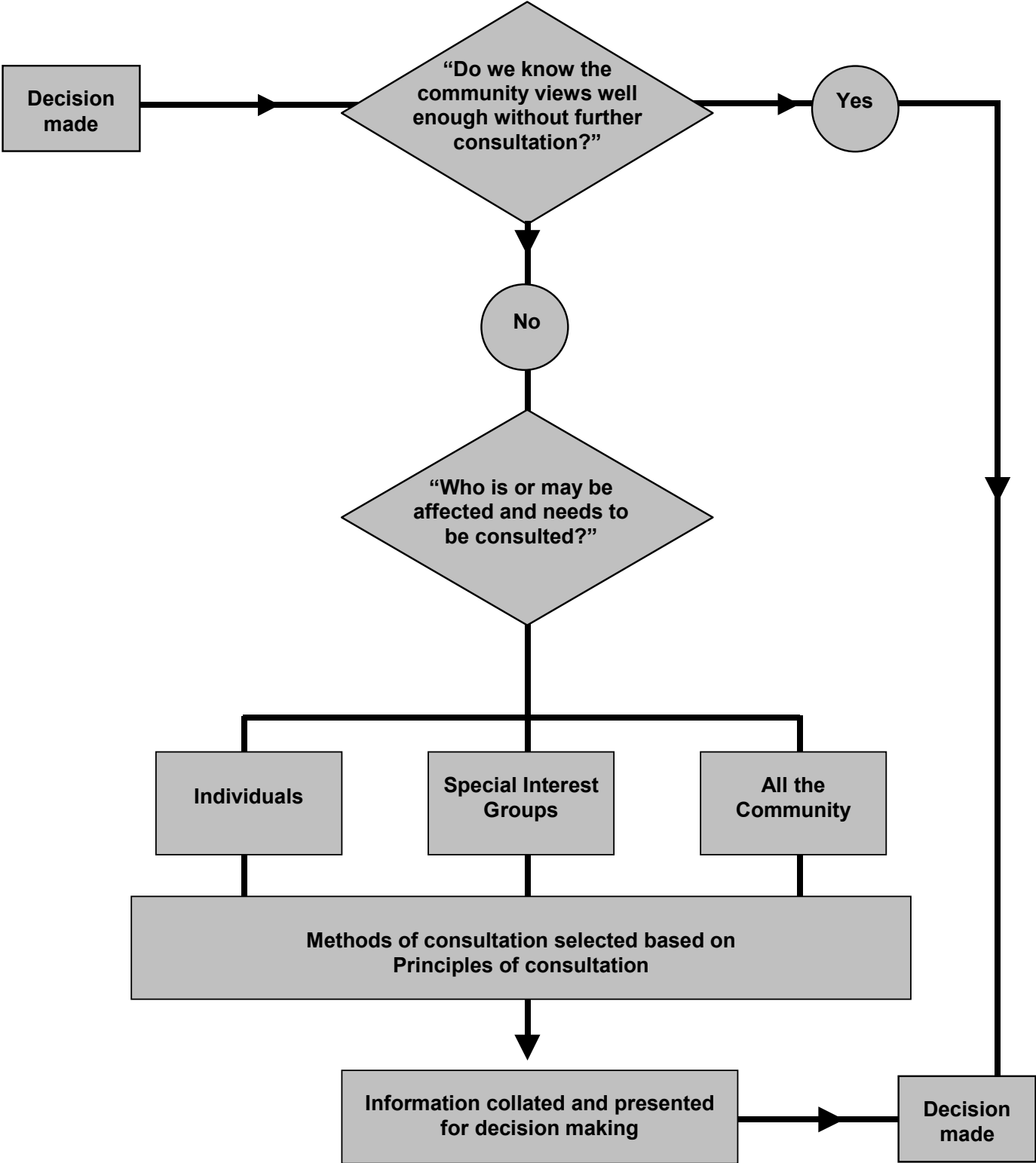
Chief Executive Officer
PO Box 122
Alexandra

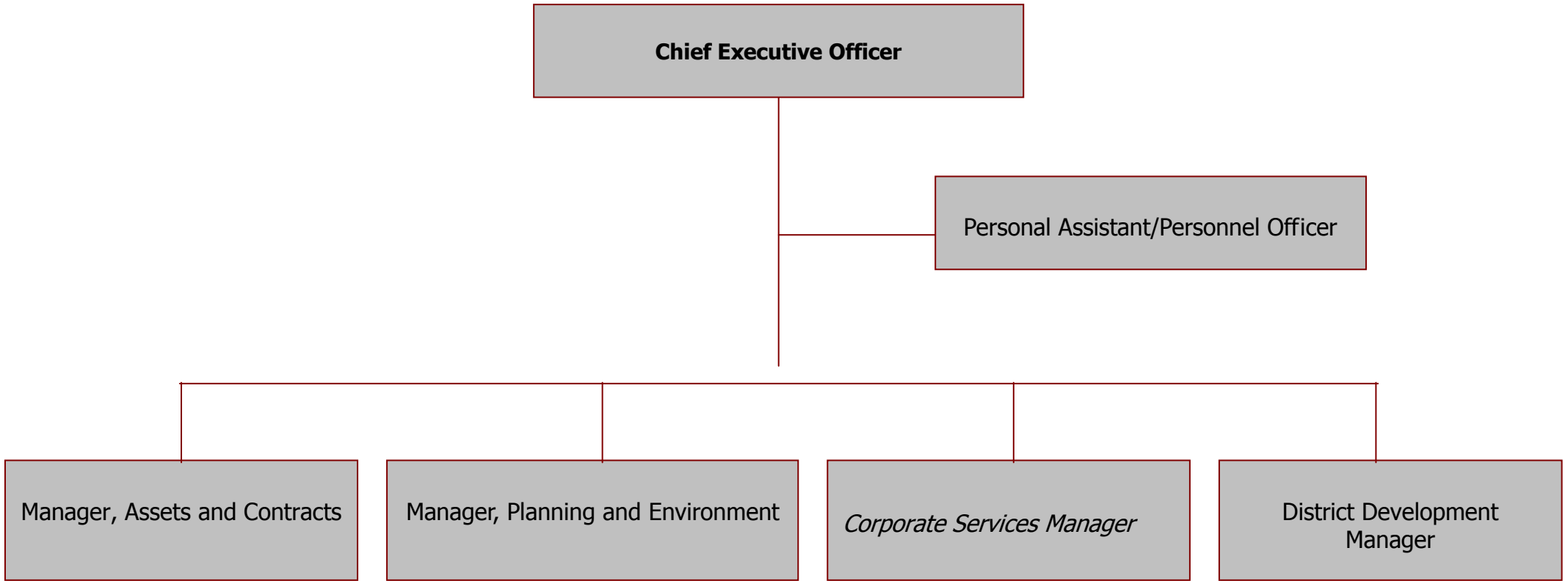
or

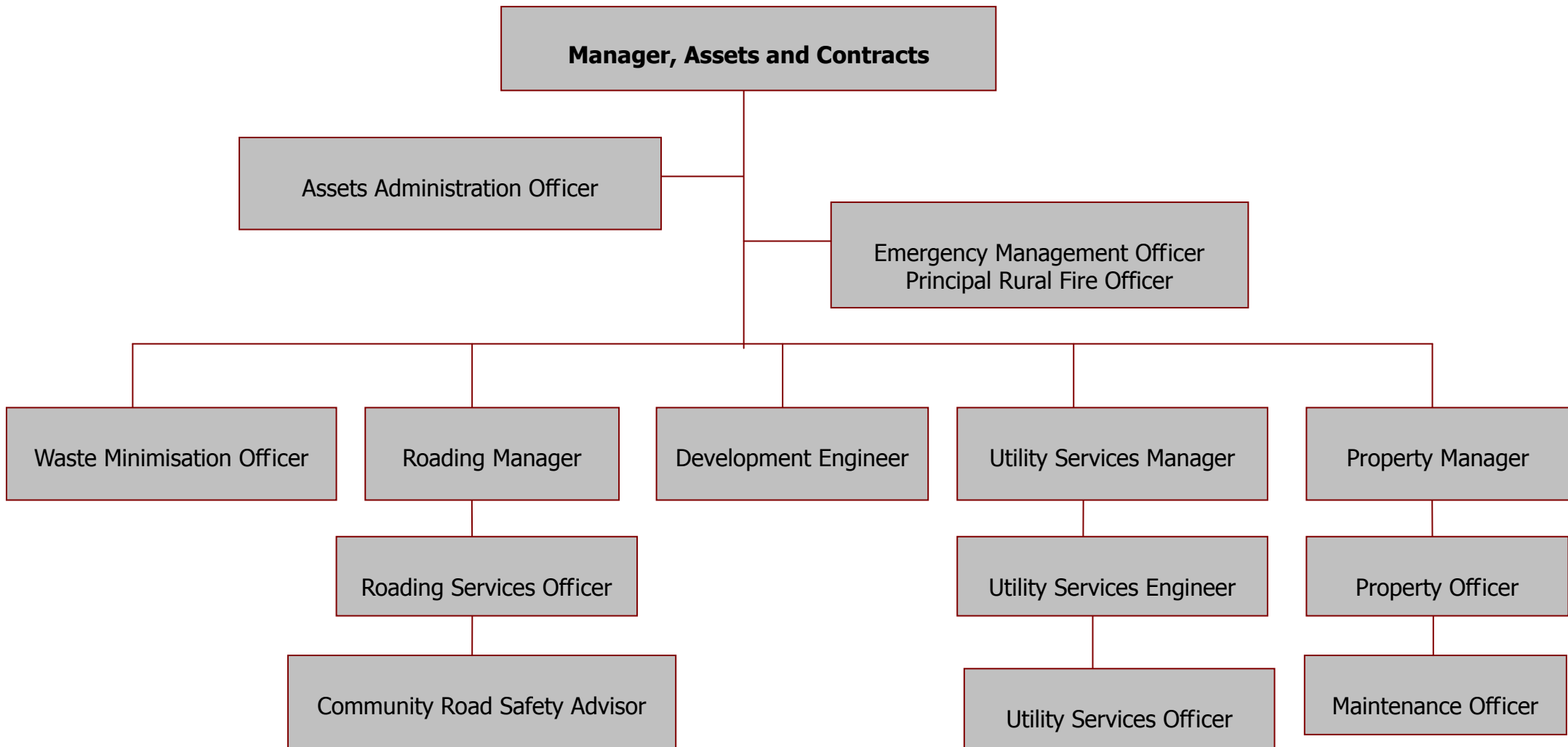
Corporate Services Manager
PO Box 122
Alexandra

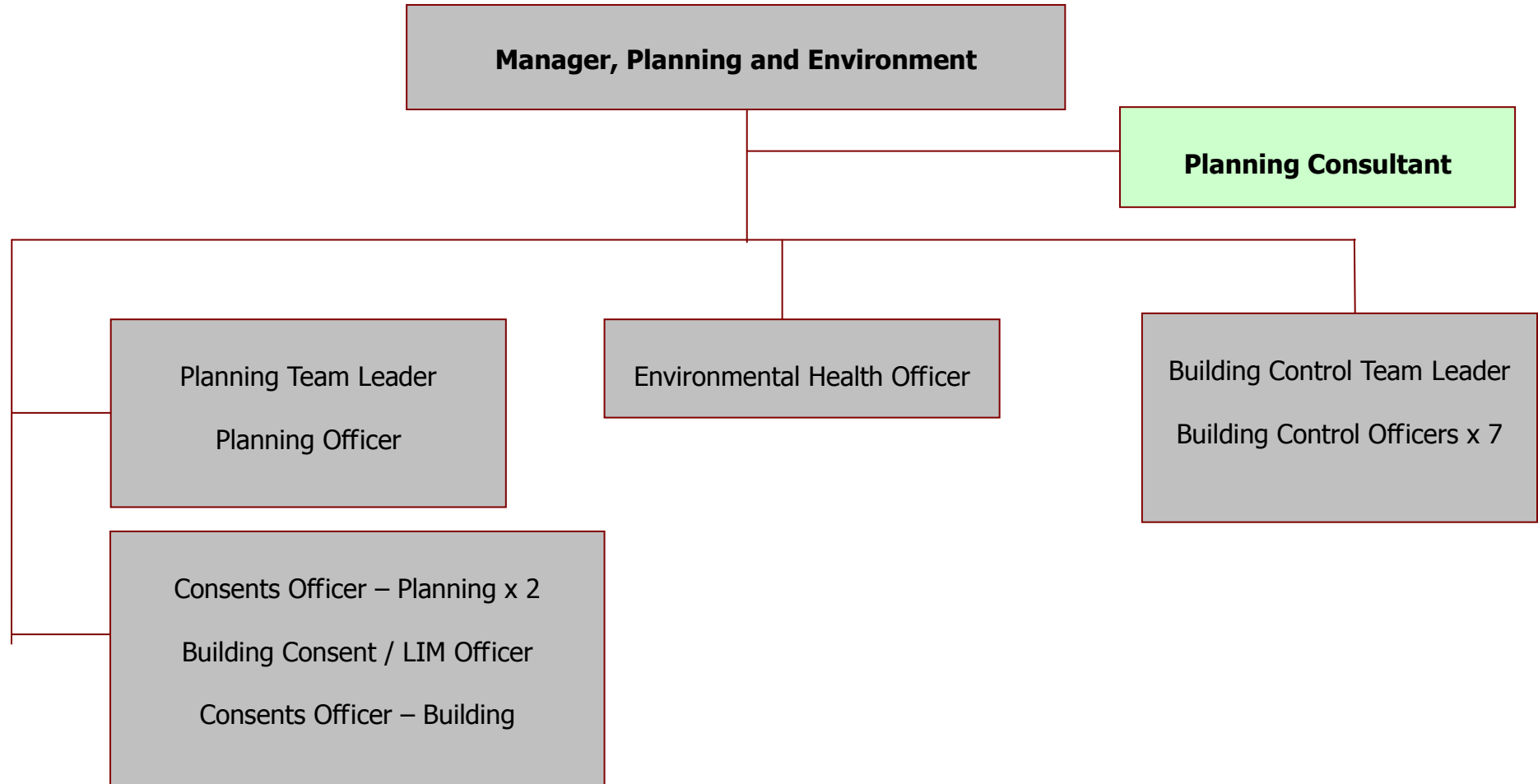


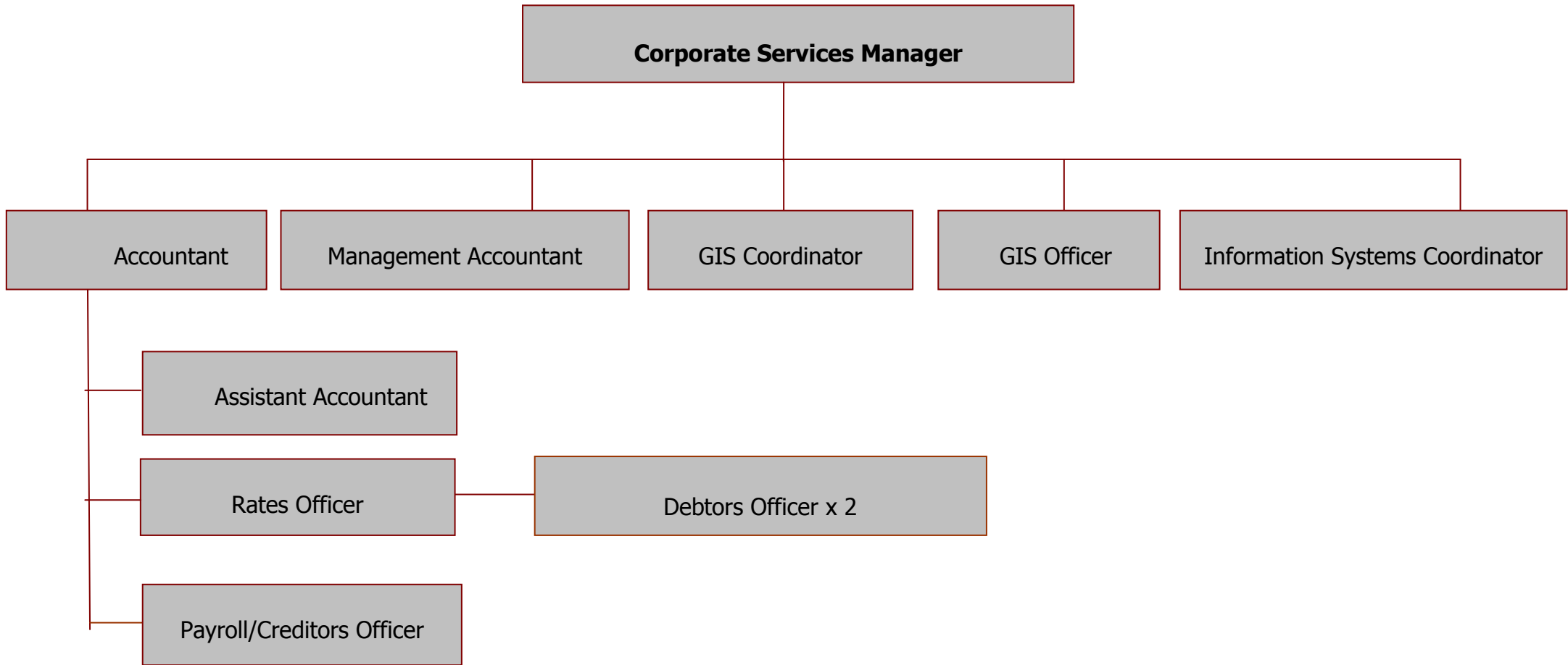
Community Consultation Process



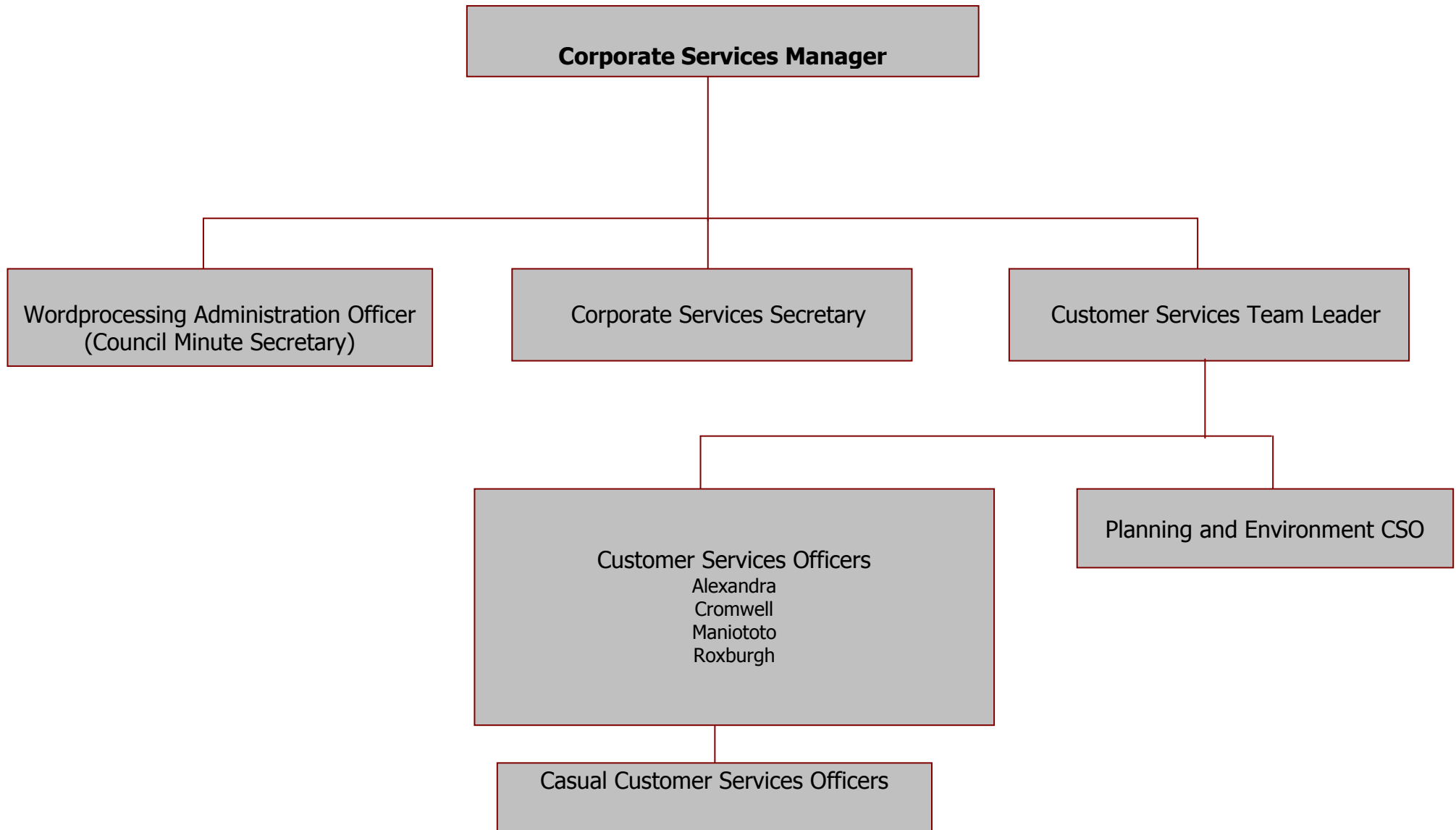




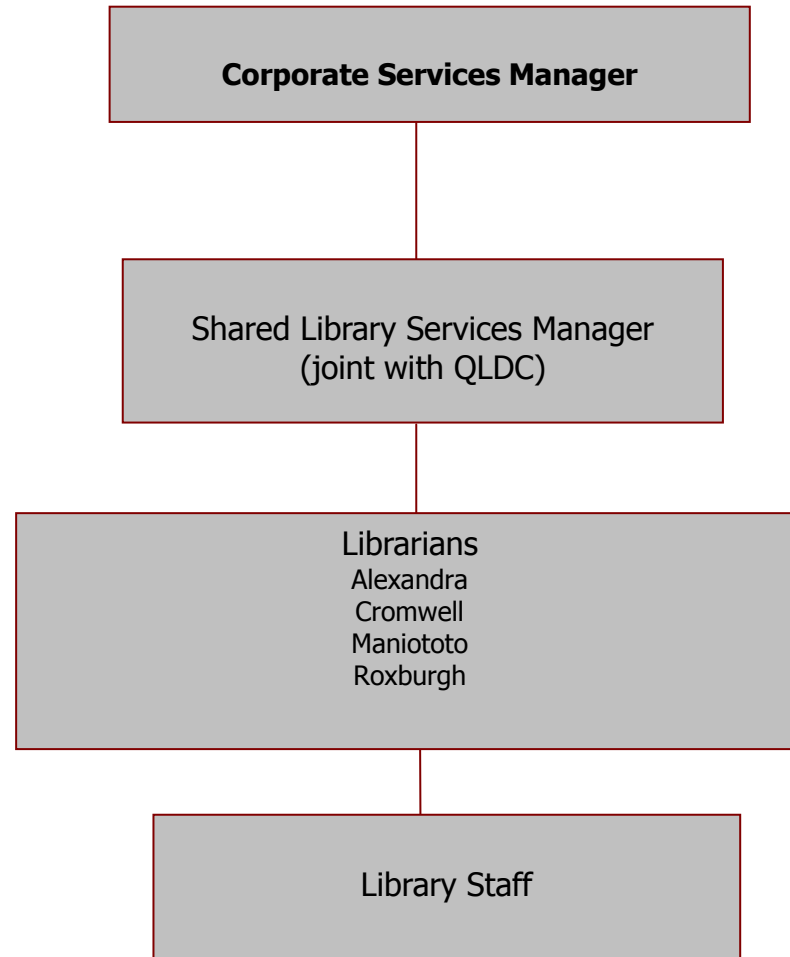




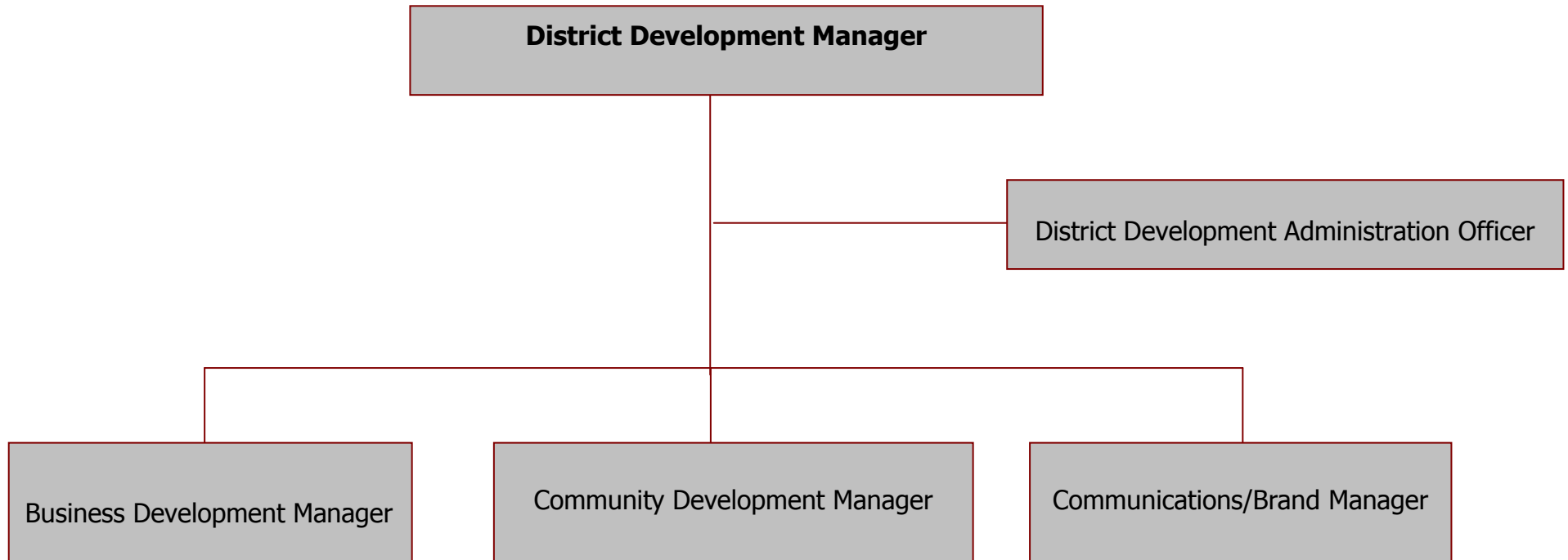
Corporate Services - Administration



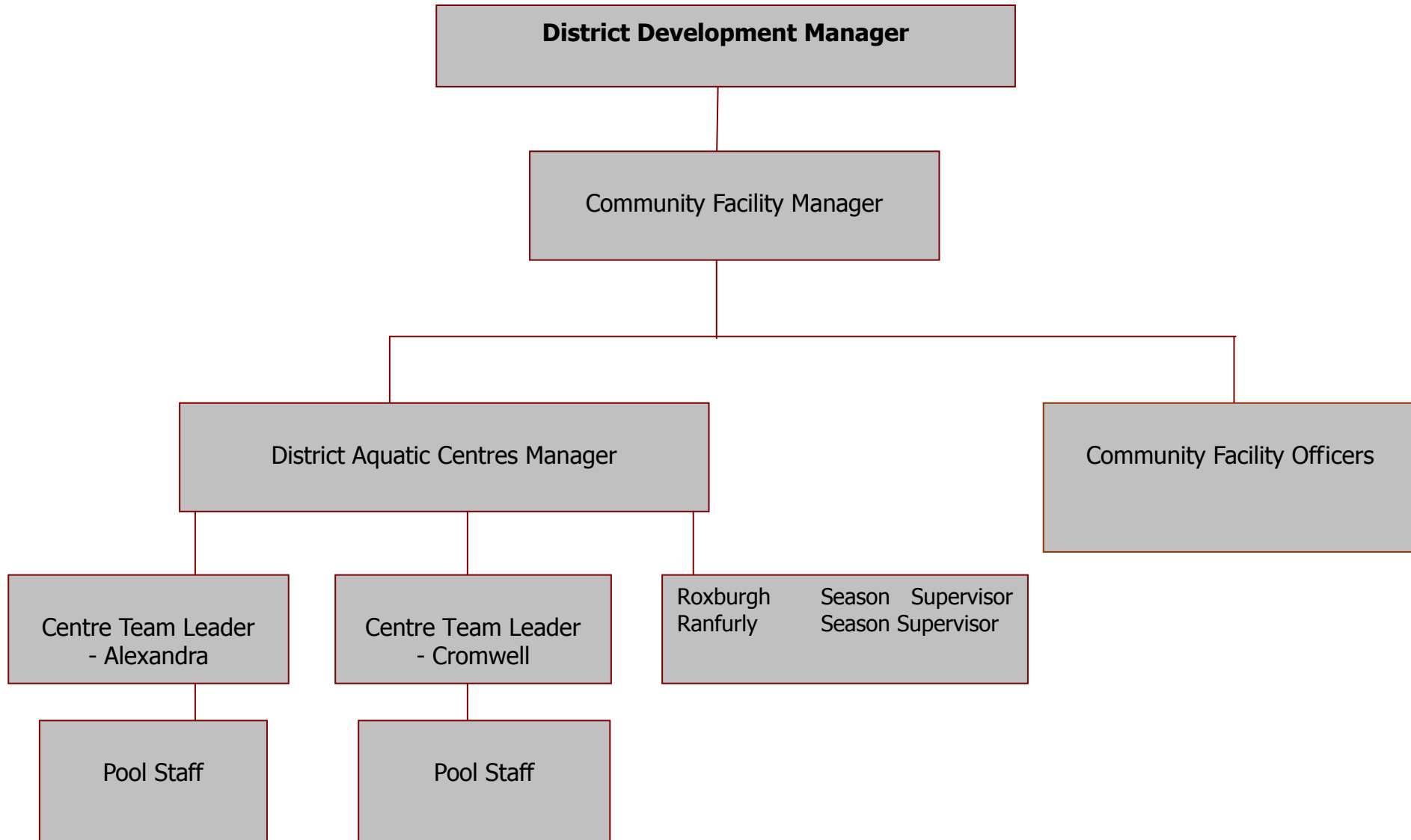
Corporate Services - Libraries



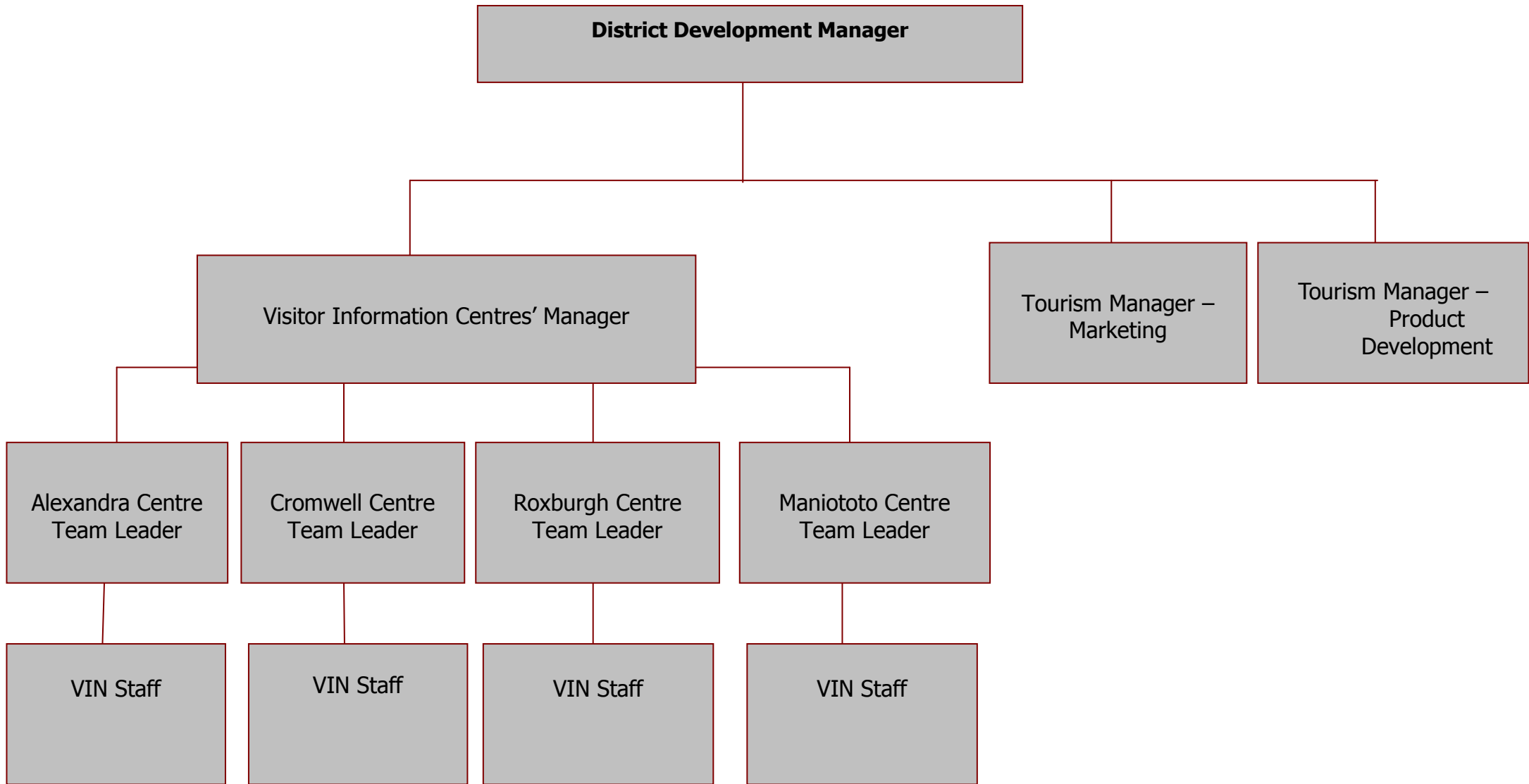
District Development



District Development Department – Community Facility



District Development - Tourism

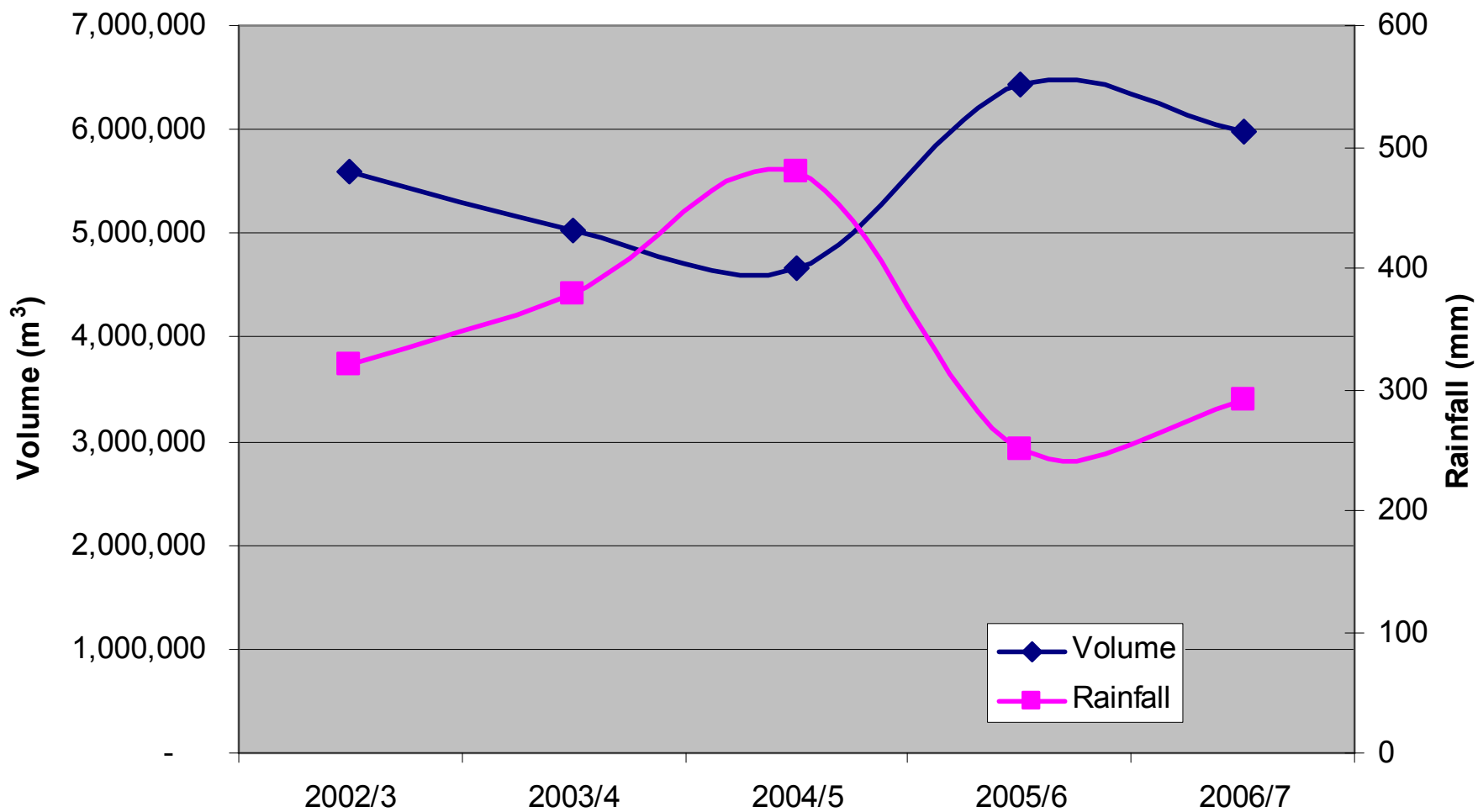




L. DRINKING WATER STRATEGY

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District Drinking Water Consumption versus Annual Rainfall



1. Introduction

The purpose of this report is to outline a drinking-water strategy for the Central Otago District to address the issues that exist with respect to the provision of drinking-water by Central Otago District Council (Council). This is in response to consultation undertaken as part of Central Prospects. The community said it wanted “certainty in the availability and quality of public water supplies”.

There are similar issues across all supplies, and it would be beneficial to the community as a whole for a consistent approach to be taken to resolve them. The issues include:

- The implications for affordability of upgrades based on current water demand
- Compliance with Drinking Water Standards (DWS)
- Compliance with regulations and regional water policies
- Options for reducing water demand
- Water quality
- Funding options
- Managing improvements through the long-term Council-community plans (LTCCP) and Annual Plan processes.

2. Water Demand

It is well documented and known that Central Otago towns have a peak per-capita water consumption that is about the highest in New Zealand. There are a number of factors that contribute to this:

- High summer temperatures and high evapotranspiration
- Free-draining soils
- High visitor numbers during holiday seasons
- An expectation that town water supply is available for domestic and municipal irrigation
- A perception that water is freely available where there are significant rivers adjacent to towns.

The result of this high water demand is that any future upgrades to water supply infrastructure will be more expensive as pipe, pump and reservoir sizes must provide greater capacity to meet peak-day demands. In addition, much of the water that is treated to a higher standard will not be used as potable water. On-going operation and treatment costs will also be unrealistically high during the peak demand period. In considering the future provision of reticulated potable water supplies, sustainability issues must be considered. This concerns not only the demand on the water resource, but also the on-going energy use for operation and maintenance of the supply infrastructure.

2.1 Demand Reduction

Reduction of the peak per-capita water demand is the most obvious means of reducing the volume and flow of water required and the costs associated with operation and maintenance.

Council has previously attempted, through its initial demand management strategy, to reduce peak demand in the main towns using a mix of education and water restrictions. This has not shown any marked improvement (as is commonly the case), with peak water use strongly linked to climatic conditions of warm weather and low rainfall.

The proven way to significantly reduce demand in urban networks is through realistic volumetric charging for water use. There are two pre-requisites that must be in place for this to occur:

- Meters must be installed on supply connections to all properties; and
- Council must have set up a rating policy so that revenue can be legally collected based on meter readings.

Council must also make arrangements and provision for the reading and maintenance of meters. There are a number of domestic water meters already installed around the District (particularly in Bannockburn), and new service connections installed in recent years have had manifolds installed that facilitate the easy and inexpensive retrofitting of meters. Integrated meters are now installed on all new and replacement tobies.

There are a number of options for volumetric charging such as:

- Providing a base allowance, and charging for water used over and above this
- Using stepped tariffs to penalise high users
- Splitting the water rates between uniform and volumetric charges

Experience in other areas where metering has been introduced suggests that regular reviews of the charging regime are required to maintain water consumption reductions (as people realise the costs are not as high as they expected).

An important aspect of introducing metering is that Council needs to be seen to have its 'own house in order' before expecting the public to accept metering. This means that the following should be addressed as a matter of urgency:

- Irrigation of parks, reserves and greenways needs to be revised, to include separation from the potable supply and where this is not practicable improving scheduling to maximise efficiency.
- Other highly visible 'water wasting' activities such as scouring and hydrant testing should be managed so that the volumes used are minimised, and the water discharged discreetly where possible.
- Metering of Council facilities.
- Ongoing active leakage management (monitoring, detection and repair).
- Pressure management.

The best option for controlling demand in rural or lifestyle areas is to use restrictors. The use of restrictors has a number of advantages:

- The daily water use is spread out over 24 hours which minimises impact on the network.
- Demand is physically controlled, consumers simply cannot use more water than their restrictor allows even if there is a leak or hose left on. Large lifestyle sections (>2,000m²) which could otherwise have significant irrigation demands even with metering are controlled.

A policy regarding the use of restrictors would be beneficial. This should stipulate that all residential properties outside the urban supply area, or over a certain area threshold, should be supplied via a restrictor of maximum nominal size (say) 2,000 L/day. Provision could be included for properties to apply for additional water at an additional cost.

2.2 Resource Consents

The allocation of water for consumptive use is coming under increasing scrutiny from the general public, central government and regulatory bodies. The phrase 'water is like gold here now' is becoming more common.

Gaining resource consent for community water supplies in future will require a greater level of evidence to show that the volumes of water requested are reasonable, will not adversely affect others, and will be efficiently used. The Otago Regional Council (ORC) now expects more detailed justification of water demand to support applications for resource consent. This includes justification for the per capita consumptive use and any population projections. If water is also used for irrigation, the application must include the basis for irrigation design and scheduling.

As an example the Waitaki Catchment Water Allocation Regional Plan includes a policy that includes a guideline of 300 litres per person per day for Town and community water supplies. This flow is unlikely to include an allowance for summer domestic irrigation.

Central government (MfE and MAF) has implemented the Sustainable Water Programme of Action for freshwater management. This programme is being implemented in stages and includes the development of a national policy statement on freshwater management and various national environmental standards under the Resource Management Act. Both types of documents will have the effect of law and will require the ORC and CODC to include their provisions in the regional policy statement, regional plans and the district plan.

3. Drinking Water Standards

The Health (Drinking-Water) Amendment Act 2007 was enacted in October 2007. This Act amends the Health Act 1956 and requires drinking water suppliers to comply with the following 'main duties':

- apply to be included on the register of community drinking-water supplies

- take all practicable steps to comply with the (previously voluntary) drinking water Standards;
- introduce and implement public health risk management plans for the water supply (if serving more than 500 people);

The Act commences on 1 July 2008, and has a staged implementation programme for compliance with 'main duties':

- New or Large supplies (>10,000 people): 1 July 2009
- Medium supplies (5,001-10,000 people): 1 July 2010
- Minor supplies (501-5,000 people): 1 July 2011
- Small supplies (101-500 people): 1 July 2012
- Neighbourhood supplies (25-100 people): 1 July 2013

The meaning of 'all practicable steps' is also defined in the Act. One prescribed way to achieve this is to have an approved Public Health Risk Management Plan (PHRMP), AND to comply with its provisions (particularly relating to improvements).

The Act permits affordability to be used as a reason to delay implementing improvements, but this needs to be supported by statements of financial position that show that an improvement is not currently affordable. The drinking water assistance programme (DWAP) will provide technical advice and, in some cases, funding to increase the ability to meet the standards and reduce the costs for communities. The allocation of funding is subject to the vagaries of central government, and is linked to the deprivation index of the communities in question. Essentially, this means that larger community supplies are unlikely to receive any central government funding.

In summary, there is now a legal requirement for Council to meet the DWS. The initial step is to continue the implementation of PHRMPs for each supply.

4. TAP and CAP Scheme

The Ministry of Health have programmes called the Technical Assistance Programme (TAP) and the Capital Assistance Programme (CAP). These schemes are funded by central government and are intended to assist drinking-water suppliers to reduce the health risks of their water supplies.

The TAP provides subsidised technical assistance and advice from water supply professionals. Participants in this scheme may apply for capital assistance (i.e. a subsidy) under the CAP (note that the CAP subsidy is not available unless you are in the TAP). There is no guarantee that a subsidy will be forthcoming, and the applications are assessed against various criteria, including deprivation index and health risks. This tends to favour smaller supplies in lower socio-economic areas.

5. Funding Options

Council will need to ascertain how much future upgrades will cost, and then develop means for funding these upgrades. These will in turn need to be introduced through Council's Annual Planning and LTCCP processes to provide a legal basis for funding.

Council has a development contribution policy that enables the collection of revenue from developers to contribute toward the cost of headworks. This policy is regularly reviewed to ensure that it is consistent with any planned upgrades.

Any change in the way water supplies are funded will need to have the rating basis adjusted through the Revenue and Funding Policy. The current provisions for volumetric water charging will need to be amended and clarified.

6. Water Quality

It is important to note that the purpose of the Health Amendment Act and DWS is to protect public health by improving the safety of drinking water provided to communities. This does not always translate into what consumers perceive as acceptable water quality. For example, a water supply might have a very high grading from a health standpoint; yet the taste, odour or hardness might attract dissatisfaction from consumers. This is particularly true of chlorinated water supplies from variable quality sources where odours commonly occur.

The cost of addressing aesthetic issues with a water supply can be higher than the cost of treating the water to make it safe to drink. Residents will need to be consulted on the options for addressing aesthetic water quality issues.

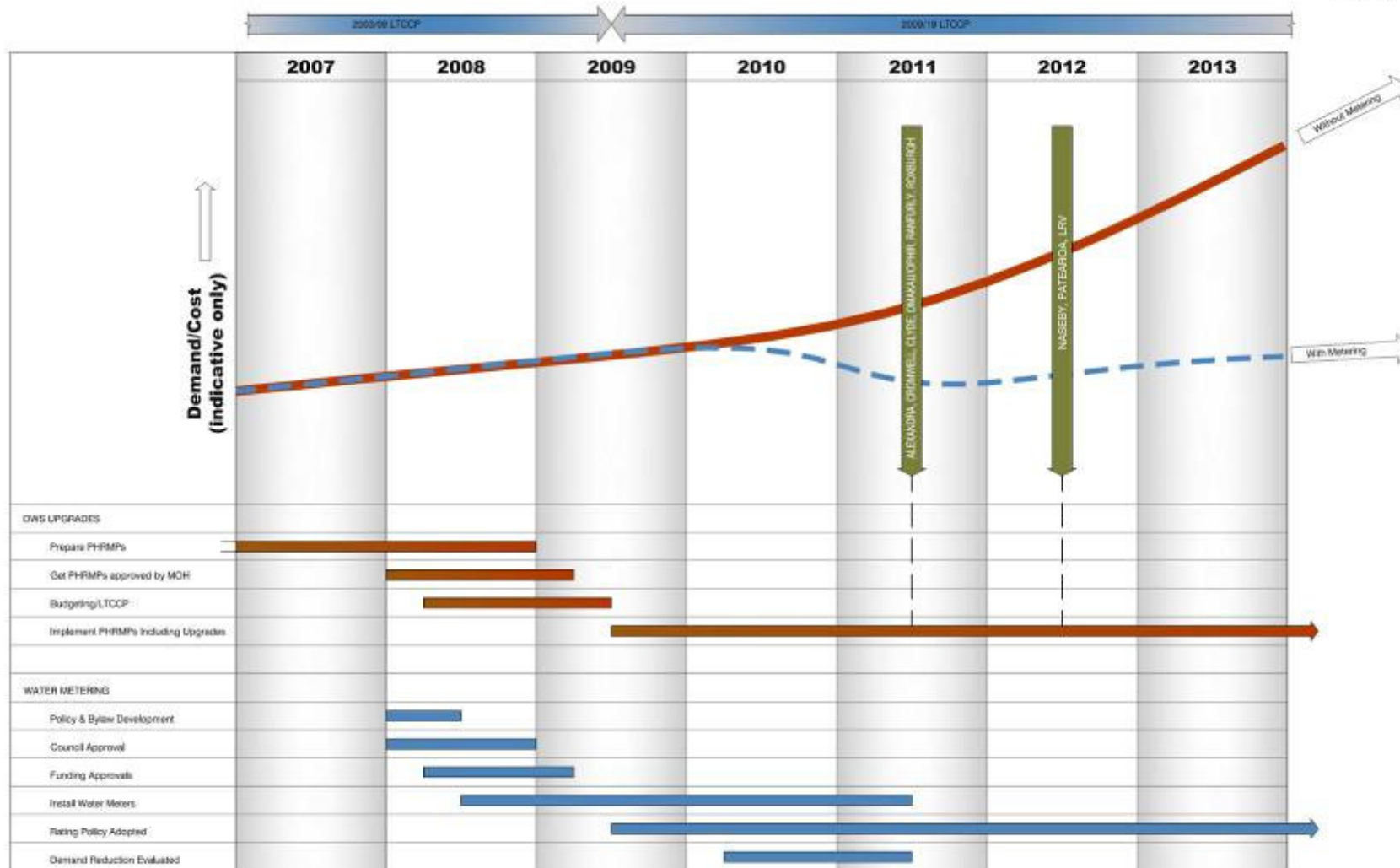
7. Summary

A strategy for managing the water supplies throughout the District requires the co-ordination of a number of factors to ensure that Council meets its legal obligations with respect to meeting health and financial management requirements.

A detailed strategy is outlined in the accompanying wall chart, but applies the following principles:

- Demand reduction is a high priority so that demands can be confirmed prior to embarking on upgrades
- PHRMPs will need to be completed and approved for each scheme to ensure that Council meets the DWS.
- Any change to rating methods will need to be decided in advance so that the Annual Plan process can be followed and rates legally collected.
- Any significant item (i.e. water supply upgrades) will need to follow the LTCCP or special consultative procedure.

DRINKING WATER STRATEGY





M. INFORMATION SYSTEMS STRATEGY

Council's existing IS Strategy expires on 30 June 2009 and will have run for four years. Council will in future revise and update the strategy at the same time as producing an LTCCP, so that the Strategy reflects the needs identified in the LTCCP. It will also include an annual review to ensure that wherever practicable there is compliance with relevant New Zealand Standards.

EXECUTIVE SUMMARY

This document is the Information Systems Strategy for Central Otago District Council (CODC) to 30 June 2012. It continues the preceding plans insofar as direction and changes available in technology dictate.

From earlier times of technical obsolescence and unreliability the platform that is deployed at CODC is stable, reliable and more than adequate for its business needs.

This Strategy will continue to evolve as modern business practices meet and determine better methods and systems to deliver workable, affordable solutions to enable team members to work smarter.

Sustainability by using available technology such as virtualisation will continue.

CODC has now caught up with, or in some cases surpassed, other councils in the use of information systems; for example GIS and BizeAssets™.

The Client Server architecture and decision to adopt the Citrix MetaFrame™ delivery of applications has served Council well in respect to the administrative overhead to maintain them.

Key issues are:

- The IS Team is investigating the pros and cons of moving to Open Source software such as Linux rather than a proprietary system such as Microsoft™ or Novell™.
- Virtualisation of desktops and potentially laptops.
- Review of the composition and skill sets of the IS Team.

The Strategy is based on the current configuration of the Council and its needs. This may change based on:

- Results from the SystemsThinking review
- Changes in the makeup of the IS Team
- Legislation

The Strategy would be reviewed if any of the above had a significant effect on it.

STRATEGIC DIRECTION

- The direction taken by Central Otago District Council will continue to be conservative, only adopting new technologies and methodologies as they become mainstream. CODC will not consider technology for implementation unless it has been tried and proven elsewhere. i.e. CODC will not use 'bleeding edge' solutions.
- The current infrastructure is robust and withstands the rigours of modern usage. CODC is not yet at a stage where computing technology is completely failsafe, but is ever headed towards this.
- Thin Client architecture (which can prove an annoyance to users who require graphic intensive applications or similar), well serves the Council in general and there are no plans to move away from this. Virtualisation of the desktop may address the issue re graphics. Streamlining licensing by adopting Open Source solutions and virtual environments, where possible, will be actively pursued.
- The ability to achieve sustainability by using available technology such as virtualisation will continue to be a driving factor in solutions embraced by the IS Team.

STRATEGY ADDRESSES:

Maintenance of Current Systems

- Maintaining "Thin Client" method of providing desktop services.
- Emphasis placed on maintaining what we have.
- Hardware will continue to be replaced on a 3 yearly cycle except when technology dictates either longer or shorter cycles.
- Whilst implementing SAN (Storage Area Network, currently the most effective way of storing and maintaining data files) consideration towards user discipline in disk space usage will be monitored and disk quotas used where appropriate.
- Software will be reviewed regularly to ensure that Council does not adversely affect customers or partners; for example, Office 2007 is not completely compatible with earlier versions of the Microsoft™ Office Suite of applications and is therefore not used by Council yet.
- The IS team will continue to work with departments promulgating the appointment of departmental "champions" for software.
- A robust backup solution for satellite offices such as pools and libraries will be investigated.

ISSUES TO BE ADDRESSED DURING THE LIFE OF THE STRATEGY

Issues that are ongoing or will be reviewed include:

- Maintaining current systems at a hardware and/or software level
- Improving the tools used to monitor the network for bottlenecks
- Additional access to NCS for ratepayers including self hosting of the Website and introduction of interactive web pages
- Implementing better usage of data storage on SAN
- Further integration of telephonic and computer systems to remote sites
- Rationalising the number of places that data is stored
- Improving document security
- Moving archiving of documents to an automated system, possibly eliminating manual filing
- Scanning of existing archives
- Improving end user experience through training, formally and informally
- Monitoring trends to ensure that Council is kept abreast of developments

- Investigation of Open Source solutions
- The relevance of Blade Server technology to the Council
- Shortcomings in the Disaster Recovery Plan (to be addressed with the implementation of a Virtual Server Environment)
- Improved technology in council/community board meeting rooms
- Maintenance and enhancement of specialist software, such as Centaman, IBIS and Bremy
- Improving content on the website www.codc.govt.nz

New initiatives

- Investigation of new technologies that may benefit departments such as an On Site documentation system for Building Control Officers.
- Increasing accuracy of GIS system by upgrading to GPS units with higher resolution.
- Phasing in a Quality of Service (QOS) Voice over IP (VOIP) solution when it becomes financially viable. (This technology enables segregation of the network traffic of voice and data into departmentalised streams such that an increase in either will not adversely affect the other. At present all network traffic is on the same system on a first come first served basis.)
- Putting Winchart on a server so that it is available for all staff ahead of the roll in of Systems Thinking.
- Evolving systems and procedures to complement new initiatives such as lean service and Vanguard™.
- Standardisation of software and hardware in a) VINs and b) swim centres

This strategy therefore has provisions for the maintenance of existing IS investment in Information Management Systems whilst looking towards an exciting, sustainable, robust system.

IS TEAM

The IS Team, at the start of the 2005-2009 Strategy was:

- IS Team Leader
- Systems Administrator
- Helpdesk Technician
- GIS Coordinator
- Casual Data Entry Support
- NCS
- Telecom
- Octelcom

With two staff moving on about three years ago a review of internal staffing was undertaken, and it was felt that because of the impossibility of one staff person being “expert” on all aspects of IS, server maintenance, project assistance and high tech advice could best be provided by outsourcing.

The current IS Team comprises:

- IS Coordinator
- GIS Coordinator
- GIS Officer
- Casual Data Entry Support
- NCS
- Third party for server support (as at September 2008 was Gen-I)

- Telecom
- Octel

It is intended to further review this as part of the 2009-2012 Strategy, to reflect technological and staffing changes since the last review.

Napier based NCS is contracted to provide support for the Enterprise Software System.

Third party service providers are contracted to supply server operating system support. Hardware is also handled but under a manufacturer's warranty system.

SOFTWARE

The following comments refer to currently employed software:

- CODC has a substantial investment in NCS which has proved to be reliable, flexible and functional. The recent changes away from terminal screens to a web based environment have been appreciated by users. NCS supports approximately 50% of South Island local authorities.
- The unsatisfactory Library "Liberty" system was replaced in 2008/2009.
- Microsoft Office product range has not been updated as the cost of doing so far outweighs the benefits of same. See note before about Microsoft Office 2007™ compatibility with other Microsoft™ products.
- Specialist databases are generally discouraged within Council's framework. All database operations should, if possible, be integrated with NCS, minimising the risk of duplication of data, work, cost or training needs.
- Full lists of licensed software are contained in Appendix 1.

HARDWARE

- Council is transitioning from physical to virtual servers and infrastructure. This has far reaching benefits for administration, flexibility, sustainability and usage of server based resources.
- An expected overhead in server performance of up to 15% will be addressed by the provision of additional virtual servers. (As the servers become virtual then they are sharing the resources with all the other virtual servers on the same physical box and so a performance overhead is to be expected. If it is found that three terminal servers are insufficient then there is the option of starting additional servers with fewer users to counteract the overhead experienced.)
- Desktop devices will continue to be upgraded as per manufacturers' recommendation. Current terminals have been extended from 3 to 5 years.
- Replaced devices will be redeployed if useful or sold to supplement new purchases.
- Thin Client architecture continues to be preferred and recent innovations will allow for delivery of a virtual desktop eventually.
- Storage has increased considerably but may have limitations introduced to ensure its correct usage.
- Standard monitor provision is currently a 17" LCD Screen. As the price of larger screens falls then they will become the standard.
- Standard cellular telephone provision is for a phone that is available free on a two year contract.
- The use of USB devices such as thumb drives will be reviewed, with particular emphasis on security issues.
- See Appendix 2 for current hardware list.

NETWORK

The network was upgraded early in 2008 to managed switches. (These switches provide the tools for investigation of network issues that previously were not available to the Network Administrator or contractors.)

A Citrix based Secure Gateway (utilising the “tags” provided) will continue to be the preferred method of offsite access to mail and other functions.

Wireless Access Points are being added in satellite locations to enhance the user experience without costly rewiring work being undertaken.

Changes to the physical placement of servers will be made to accommodate delivering of rating information to ratepayers. (A physical firewall needs to be placed in front of the network to prevent users accessing parts that they are not entitled to.)

The current network infrastructure requires changing as all servers are still located on a common bus. (If Council were to be put at risk from behind the firewall by, say, a contractor plugging in a compromised laptop without Council’s knowledge or permission, all the servers would be simultaneously affected.)

TELEPHONY

- Currently CODC has a hybrid PABX. It is hybrid in that it utilises two differing technologies that complement one another within the same system. These technologies are standard digital functionality and VOIP (Voice over IP), technology that allows us to use the existing data network to route voice calls.
- Currently calls that arrive over standard telephone lines to Dunorling Street or any of the satellite sites can be redirected to another site using the existing network.
- This can impose an unequal load on the network; that will see it being expanded in the future to deal with this.
- Another layer of complexity is the introduction and support of QOS (Quality of Service), that part of the network that separates voice from “normal” network traffic.
- As telephony is becoming more and more tightly integrated with networking and other technologies such as Video Conferencing, then these technologies and enhancements to them will continue to affect one another and have to be considered together to continue to gain the best from any changes to any individual part ie voice, video or data.
- Cellular telephones are provided to staff that need them to conduct Council business. Current policy is that they are replaced as and when they fail, on the Governmental Plan provided by the incumbent Telecommunications provider.
- Requests for PDA’s are considered on a case by case basis as determined by a business justification case for the perceived need. This will be subject to ongoing review as business needs change with the technologies being provided to complement them.
- World Mode phones are provided to staff who travel abroad on Council business on a regular basis.

PRINTERS AND COPIERS

- Rationalisation of printers and photocopiers will continue to ensure that Council gets the best deal for ratepayers.
- Currently all photocopiers are the same brand, so that training on them is minimised (ie new staff don’t need to know about several different brands or operating methods); as staff move interdepartmentally they take the knowledge with them.
- All photocopiers are being utilised as printers too as the costs to print to them are lower than costs to print to an equivalent dedicated laser printer.

INVESTMENT REQUIRED

IS PROJECTS 2009/2012

PROJECT	BUDGET			COMMENTS
	2009/10	2010/2011	2011/2012	
	\$	\$	\$	
Server upgrades	25,000	25,000	25,000	
Desktop upgrades	20,000	20,000	20,000	Assumes virtualising will not be done until 2012
Printer/scanner upgrades	30,000	30,000	30,000	Assumes continue to replace every three years
Software upgrades	30,000	30,000	30,000	Assumes no increase over current situation
Website/e-government enhancements	20,000	10,000	10,000	Includes becoming interactive
Network upgrade	40,000	20,000	20,000	Replace existing bus, then normal upgrades
New software initiatives	30,000	30,000	30,000	As per last four years
Additional desktop hardware	10,000	10,000	10,000	For extra staff plus specialised needs
GIS projects	40,000	40,000	40,000	Mainly aerial photography
Provide Web based remote access facilities	10,000			
Implement mobile technology	10,000	10,000	10,000	
Improve document security		10,000		
Implement training programme	2,000	3,000	2,000	DVDs, trainers, C4Free etc
Complete NCS data input	5,000			
Wireless in service centres	5,000			
NCS upgrades/newbies	10,000	40,000	10,000	Year 2 is Customer Database implementation
Data archiving software			15,000	
Technology in council/board meeting rooms		20,000	20,000	
Technology for members (eg laptops)			20,000	
Upgrade GPS units (plus software)	9,000			
TOTAL	296,000	298,000	292,000	

Appendix 1 – Software

License	Per Seat or Site	Number
Acrobat Professional	Seat	5
Anti -Virus for Marshal products	Seat	85
BizeAssets License	Site	1
Centaman Licensing and Support	Site	2
Citrix Presentation Server	Seat	80
GIS Licenses	Site	1
IBIS Licensing and Support	Site	4
MailMarshal	Seat	100
Microsoft Office Pro	Seat	100
NCS Client Licenses	Site	100
NCS Server License	Site	1
Norton Anti Virus	Seat	85
RAMM	Site	1
Remote Access	Seat	80
SMX mail laundry	Seat	85
Statutes	Site	1
Telemetry stuff	Seat	4
TerraLink	Site	1
Tumonz	Seat	1
VMWare Licenses	Server	3
Web Marshal	Seat	85
Winchart	Seat	5
Windows Terminal Services CLA's	Seat	100

Appendix 2 – Hardware

Hardware	Number
Servers	
ESX	4
Development/DRP	4
Linux	1
Web Server	1
Thin Clients	
Alexandra	38
Alexandra Library	6
Cromwell	9
Other	1
Ranfurlly	4
Roxburgh	1
Laptops	
Ainslie	1
Alison	1
Ann R	1
Anne P	1
Heather	1
Julie M	1
Karen	1
Mac	1
Mayor	1
Mike K	1
Murray W	1
Owen	1
Peter G	1
Fat Clients	
Alexandra	5
Alex Clyde Library	4
Cromwell Library	3
Maniototo Library	1
Molyneux Pool	2
Photocopiers	
Alexandra i-Site	1
Alexandra Library	1
Assets	1
Cromwell	2
District Development	1
Emergency Mngt	1
IS/Finance	1
Print Room	2
Ranfurlly	2
Roxburgh	1
Printers	
Alexandra	8
Alex/Clyde Library	4
Cromwell Library	2
Cromwell Pool	1
i-Site	1
Molyneux Pool	1



N. PUBLIC TOILET POLICY

Goal of Council:

- Provide a network of public toilet facilities to service the tourist and traveling public.
- Provide public toilets for local community facilities such as shopping centres, parks and recreational areas servicing local communities.

Driver for Providing Specific Toilets

To meet demand.

The demand is considered to be from 2 sources:

- (i) Travellers.
- (ii) Facility/locational users. i.e. parks and shopping areas.

Demand for facilities:

- Can be from users who are making use of a facility.
- Can be either the local community or visitors using the facility.

Benefit from facilities:

- Can be directly to the users.
- Can also be indirectly to the local community by the added value to and as part of the services required to be provided for other activities in the community such as:
 - (i) economic benefit by availability for members of the local community and visitors as part of the infrastructure of associated with the shopping centre.
 - (ii) cultural and social benefit for members of the local community and visitors as part of the infrastructure of associated with parks and venues. e.g. Pioneer Park, Stadiums.

In many cases this indirect benefit is part of the services that enhance use of local facilities and CBD areas that provides direct benefit to the local community, through vibrance and economic activity.

Therefore that demand is attracted by opportunities presented by activities in a venue of area.

Funding Sources

The funding of each public toilet sites is determined by the source of demand and the community recipient of the benefit, both direct and indirect. i.e. direct benefit of use of the facility and indirect benefit from the users of the facility.

Where the demand is travellers predominantly then the facility is a District responsibility.

Where the demand/benefit is from/to the local community and/or the predominant benefit from the users is to the local community, e.g. visitors stopping to shop in a CBD, the facility is a Ward responsibility.

This philosophy result in all toilets in servicing shopping centres, parks, etc to be Ward funded and primarily traveller demand toilets to be District funded.

Capital Works

Renewal works priorities are decisions are driven by condition assessment and changes in demand.

New facility capital works priorities are demand driven.

Current known capital works priorities based on perceived demand, capacity and condition

Renewals Works:

- Cromwell Lode Lane – funding provided in 08/09 Annual Plan
- Roxburgh Scotland Street- LTCCP amendment proposed to fund this in 09/10.
- Tarbert Street, Alexandra- Funding provided for in the 0809 Annual Plan.

New facility capital works:

There is no data on use levels or traveller patterns, but there is local demand, based on traveller feedback and local perceptions, for some locations, such as:

- Tarras,
- Old Cromwell (under construction 08/09)
- Rotary Park Alexandra.

Design

- i. An assessment of the potential demand is made to determine or make judgements on the appropriate level of service (particularly the number of pans, etc).
- ii. An assessment of the types/configuration of public toilets will include public feedback and community consultation where Council/Boards consider warranted. i.e. the provision of traditional, modular or semi-automatic, composting toilets, solely unisex toilets, etc.

It is envisaged that Councillors/Community Board Members may consider, on a case by case basis, that they have adequate insight and understanding of their respective communities desires to make judgements.

- iii. Consideration will be had to cross boundary (QLDC and Clutha District Council) sites in some circumstances, i.e. where considering new capital works, given that traveller demand for standards do not recognise Local Authority boundaries and so where possible, feasible standards should be a-lined to other traveller facilities.

Demand Forecasting/Identifying

With increased tourism numbers and development, demand is likely to increase generally.

Some forecasting of this demand needs to be attempted by information gathering to make assumptions.

Potential tools are recognised as:

- (i) Mapping of current toilet locations and driver distances.
- (ii) Use counters to identify demand, particularly where anecdotal data/feedback indicate changes in demand or pressure on existing facilities.
- (iii) Identify adjoining Local Authority policies and accepted delivery standards and consider those against actual demand.

Policies Items

- (a) Where one of more Council (civic) building (library, information centre) facility exists, public toilets be provided and maintained in at least one Council building available for public use during the hours of operation of those facilities.
- (b) NZS4241:1999 New Zealand Standard for Public Toilets and the Building Code) be adopted as a guide towards determining standards and service levels from site to site.
- (c) A goal to achieve at least one well identified 24-hour public toilet, which includes baby change facilities in each major urban area, the standard aimed being that in NZS4241:1999 New Zealand Standard for Public Toilets and the Building Code).
- (e)
 - (i) The role of private shopping centres/private arcades and Malls, all day service stations in providing toilets for the use of the public, be acknowledged.
 - (ii) Privately owned major retail stores/Malls be encouraged to provide and maintain public toilets during their hours of operation where there are not Council public toilets currently available to meet demand.
 - (iii) The Council is prepared to consider joint ventures. In particular:
- (f) Where shopping centres are in fragmented ownership and/or multiple lease and no toilets are available for public use and demand is confirmed, the Council/Community Board will consider:
 - Making suitable toilets available within existing civic facilities such as service centres, libraries, or on parks where these are convenient, or
 - A joint venture/partnership development with shop owners which may include sharing in the provision of land, capital and/or maintenance costs, or
 - Providing free standing public toilets where the above are not possible.
- (g) Where major new Council facilities serving the public such as community centres, libraries, service centres, parking buildings and stadia, are constructed, toilets located and designed to be available for public use during the hours of operation of those facilities, be included.
- (h) Public toilet facilities continue to be provided on parks where sport is played and at other heavily used recreation and visitor locations, including considering partnerships with sports clubs.
- (i) Toilets within sport clubrooms located on parks, be encouraged to be available for public use while the clubrooms are open.
- (j) Consideration be given (in consultation with the appropriate Community) to the closure of any Council owned public toilet where their location or other factors determine that sufficient demand does not exist.

FACILITY RESPONSIBILITY AS AT THE EFFECTIVE DATE OF THIS POLICY

<u>Current Public Toilet Site Locations</u>	<u>Public Toilet responsibility</u>
Alexandra	
Pioneer Park	District
Tarbert Street Building	Ward
Golden Block	Ward
Molyneux Park	Ward
Fulton Hogan Cycle Park	Ward
Champagne Gully	Ward
Cromwell	
Cromwell Mall	District
Old Cromwell	Ward
Alpha Street Reserve	Ward
Lowburn Public Hall	Ward
Tarras	District
Earnscliffe/Manuherikia	
Sunderland Street, Clyde	Ward
Weatherall Creek	Ward
Omakau rec res	Ward
Fraser Domain	
Omakau Petrol Stn grant	District
Maniototo	
Ranfurlly Railway Station	District
Maniototo Park Stadium external 1 women's 1 men's	Ward
Naseby Domain	Ward
Naseby Swimming Dam	Ward
Sowburn (Patearoa)	Ward
Oturehua Hall	Ward
Roxburgh	
Roxburgh –Scotland St	District
Roxburgh Recreation Reserve	Ward
Ettrick Hall	Ward
Millers Flat	Ward

Other Non Council Toilets for Public Use	
Rail Trail	
¼ way from Clyde to Alexandra	Department of Conservation responsibility
Before Galloway	Department of Conservation responsibility
After Lauder, before Poolburn Gorge Tunnels	Department of Conservation responsibility
¼ way from Wedderburn to Ranfurly	Department of Conservation responsibility
Daisybank camping area	Department of Conservation responsibility
Prices Creek	Department of Conservation responsibility
Hyde	Department of Conservation responsibility
Rock and Pillar	Department of Conservation responsibility
St Bathans	Department of Conservation responsibility
Dairy Creek, Lake Dunstan Arm	LINZ
Bendigo, Clutha Arm	LINZ
McNulty inlet, Clutha Arm	LINZ
Bannockburn, Kawarau Arm	LINZ
Lowburn	LINZ
Melmore Terrace	LINZ

O. GRANTS POLICY

1. INTRODUCTION

The purpose of this document is to establish broad funding policies and principles which form a basis for funding the grants listed in section (2).

Grants should meet the criteria in section (3).

Grant funds will be considered during the Long Term Council Community Plan or Annual Plan process.

2. GRANTS FUNDED BY THE CENTRAL OTAGO DISTRICT COUNCIL AND COMMUNITY BOARDS

2.1 Throughout this policy “Council” means:

- Central Otago District Council (CODC)
- Committees and Sub-Committees of CODC
- Community Boards in CODC

2.2 Community Grants

Council’s policy seeks to support and resource initiatives that meet identified community needs, which contribute to community empowerment and strengthen communities. Community grants are primarily for the benefit of the district’s residents.

2.3 Cultural Grants

Cultural grants are available for arts and cultural projects, which benefit the district, or, at the discretion of the Council, the Otago region.

2.4 Events Grants

Council creates a positive and encouraging environment for events of all natures in the District and the Council may, at its discretion, provide grants to fund one off special events.

2.5 Heritage Grants

Council values and works toward the preservation of its heritage. The Council, at its discretion, may assist in funding, by way of a grant, to organisations preserving the historic and other heritage interests of the district or Otago region.

2.6 Discretionary Grants

Council may, at its discretion, provide grants up to \$1,000, which do not fall into any of the above categories but meet the criteria in section 3 of this Policy. An amount for discretionary grants will be identified in Council's Annual Plan.

The CEO may approve discretionary grants up to the value of \$200 from the General Grants budget without a specific resolution of Council.

2.7. Special Grants

2.7.1 Creative Communities Grant

A grant received by Council from Creative Communities NZ to encourage promotion of arts with the district. A portion of this grant, formula based, is distributed to the Community Arts Councils within the district. Organisations may apply to the Council Assessment Council for the remainder.

2.7.2 S.P.A.R.C Grants

A grant is received by the Council from S--P--A--R--C--. This grant is to be used to assist the youth of the district with the cost of travel to sporting events.

2.8. Rates Remissions

Refer to Council's Rate Remission Policy.

2.9. Loan Guarantees

Refer to Council's Investment Policy.

2.10 Economic Development Grants

Refer to Council's Rates Remission Policy.

3. CRITERIA

- There must be an identifiable project, except for discretionary grants
- Organisations must demonstrate the ability to responsibly plan and administer the project
- The organisation must be a non-profit organisation, except in relation to economic development grants and heritage grants.
- Except for SPARC, grants can not be for individuals.
- Except for economic development grants, a grant must not be for economic gain.

- The project must be of economic, environmental, social or cultural good to the community or district, consistent with community priorities established in the current LTCCP
- Grants must support Council's objectives of achieving equity and fairness throughout the district
- If over \$5,000, grant applications must include budgets for the project
- If over \$5,000, and from an existing organisation, grant applications must include the latest set of Financial Statements (audited if applicable)
- Grant applications should preferably be accompanied by Council's Application Form

4. APPLICATION

Applications must state:

- Description of the project
- Benefit to the Community or District
- Total cost of the project
- Reason for the project
- Outcomes of the project
- Contribution, if any, by applicant or other organisations

Applications over the amount of \$5,000 must have accompanying:

- **Financial statements and / or project budget**

5. PAYMENT OF GRANTS

All applicants will be notified in writing of the outcome of their application for funding.

5.1 Grants are payable upon receipt of the necessary documentation from the applicant:

- a GST invoice, where applicable, for the grant
- proof of expenditure, such as invoices
- a deposit slip with account number and organisation's name
- documentation to prove that the purpose for which the grant was given has been fulfilled.

In special circumstances, a grant may be paid out in advance of the expenditure being incurred.

6. ACCOUNTABILITY

- 6.1. Expenditure returns are required from an organisation receiving funding, either:
 - as soon as the funds are spent, or
 - within one (1) calendar year of receipt of funds, whether spent or not
- 6.2. Any unspent funds must be returned within one year of receipt unless there is prior agreement to carry over such funds.
- 6.3. Any discrepancies in funding (e.g. funds spent on other than the intended project) may result in an audit of the organisation's accounts.
- 6.4. Organisations receiving a grant over \$5,000 must provide Financial Statements disclosing the grant and the purpose to which the grant was put.

7. COMMENCEMENT OF POLICY

This policy is in effect from 1 July 2004, and supersedes any previous grant policies.



P. LAND TRANSPORT POLICY

Due to a change in legislation, LTCCPs no longer need to contain a land transport programme. Instead, the Regional Transport Committee, a committee of Otago Regional Council (ORC), is preparing a three-year regional land transport programme.

The Otago Regional Land Transport Programme is the region's bid for national land transport funding of transport infrastructure and services in the region. The programme compiles all local authority and NZ Transport Agency transport activities into a single plan and prioritises use of the national funding likely to be available for Otago, while ensuring the local funding share is available. The programme is a new requirement under the Land Transport Management Amendment Act 2008.

The draft Otago Regional Land Transport Programme for 2009/10 to 2011/12 includes:

- > activities proposed by Otago territorial authorities e.g. roading, walking and cycling facilities, road safety programmes
- > public transport services and infrastructure proposed by ORC
- > State highway activities put forward by the NZ Transport Agency.

The LTCCP continues to state the land transport activities the local authority intends to carry out, proposed level of service, costs and performance measures, and includes rate funding for these works.

The Regional Transport Committee intends to publicly notify the draft programme for public consultation, on or about **March 20 2009**. After public consultation, the committee will finalise this programme and recommend it to ORC. The final decision on which activities to fund in Otago rests with the New Zealand Transport Agency which prepares a national programme, allocating the national land transport fund.

The Regional Transport Committee is consulting about work on significant new and improved infrastructure on local roads, state highways, public transport in the region, walking and cycling projects, transport planning activities, community-focused projects, and those aimed at managing the demand for travel.

The committee is not consulting on levels of service and project-specific matters concerning maintenance, renewals and minor capital works on local roads because these matters are covered in the LTCCPs of territorial authorities.

For other local authority work – transport planning, roading improvement projects, walking and cycling projects, community programmes and demand management programmes – the public may make submissions about those activities through the Regional Land Transport programme, the pertinent LTCCP or both. To avoid duplication however, the Regional Transport Committee is encouraging those submitting on the details of territorial authority or regional council activities to do so through the LTCCP submission process.

Any questions or concerns about levels of service and project-specific matters concerning maintenance, renewals and minor capital works on local roads should be addressed Central Otago District Council.