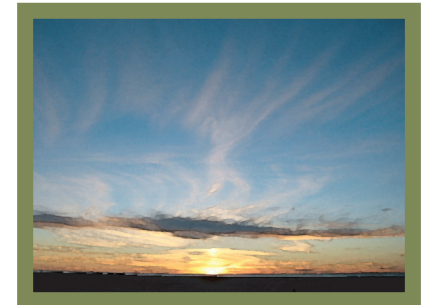




Long Term Community Outcomes Plan 2009 - 2019

Volume TWO



grey district council

long term community outcomes plan

2009 – 2019

volume 1 (under separate cover)

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section e: policies

[1] revenue and financing policy

[1.1] general policies on funding and sources of funding

[a] the distribution of benefits

For the purpose of allocation of costs of each Council activity among individuals, groups of individuals and the entire community, it is essential to identify the beneficiaries and the relevant cost of the service used. Economic theory provides three concepts that could be applied to share costs according to beneficiaries.

[1] Public Goods

At one extreme are the pure public goods which have two defining characteristics: non-rivalry and non-excludability.

Non-rivalry means that consumption by one party does not reduce the amount of that good or service available to others. In other words, there is no extra cost involved in the consumption of such good or service increases. So the cost is not related to the amount consumed. (e.g. Libraries)

Non-excludability means that it is impossible or extremely costly and difficult to exclude anyone from consuming if they do not pay for the good or the service.

If a good or service has both these two characteristics it is a pure public good; and it will not be possible to allocate the costs to the users of the good or the service.

Because of this, the costs of such goods and services need to be borne by the public as a whole (through rates). Parks and reserves are an example of a service that has the characteristics of a public good.

[2] Private Goods

At the other extreme are the pure private goods that have the opposite characteristics – rivalry and excludability. If the service provided by Council benefits identifiable parties and the costs related to the services used by them can be allocated directly to them, such services are called private goods. The costs of these services can be recovered from the consumers in the form of user charges or targeted rates.

[3] Positive Externalities

The consumption of private goods and services can also result in benefits to third parties – people who don't directly use them. These "spill over effects" or "positive externalities" are also called public or social benefits. They might include the contribution that public toilets make to tourism, libraries, museums and parks make to the social and cultural life and vibrancy of a city. The existence of externalities call for sharing of costs between the private beneficiaries and the community as a

whole. The differentiation of private and public goods and the identification of externalities are necessary for the strict apportionment of costs between private beneficiaries and the community as a whole. However, a clear differentiation is not easy because, in reality, very few goods and services can be treated as pure private or public; most goods and services have some characteristics of both private and public goods (mixed goods). This leads to the adoption of a mix of funding mechanisms.

[b] general rates and differentials

Council uses rates as the main source of funding of activities where individual beneficiaries cannot be identified and the allocation of costs to them is not practical or cost effective; or where a part of the benefits accrue to the whole community (directly or indirectly as externalities). In its decision making on rating policies, including differentials, Council has considered the factors set out in the Local Government Act 2002.

[1] Choice of Rating System

Council uses the **Land Value system** to apportion rates. That is, the total rate requirement arrived at through the Annual Plan process is allocated to properties on the basis of their land value.

Council has considered which rating system is:

- Fairest for most people;
- Easiest for people to understand;
- Efficient for Council to administer; and
- Supported by the public.

In late 2008 public consultation indicated that there was a strong preference in the community for land value rating. Council therefore resolved to continue to rate based on land value.

[2] Rating Differentials

Council has considered the level of benefit from all of Council's services, and has attempted to identify any major differences in benefit between different categories of ratepayers.

This is a difficult exercise as each individual ratepayer uses, or benefits from, a slightly different mix of Council services. Some people use libraries more than average, while others make greater use of the District's roads. Also, every ratepayer is a stakeholder in the future of the district and will therefore benefit to some extent from the provision of services such as libraries and roads which create a district worth living in.

[c] operational expenditure

Where expenditure does not create a new asset for future use, or extend the lifetime or usefulness of an existing asset, it is classed as operating expenditure. Most of Council's day-to-day expenditure comes into this category. Council generates sufficient cash inflow from revenue sources (including rates) to meet cash outflow requirements for operating expenditure over the long term.

Operating expenditure includes the overhead costs. The way in which Council allocates its overheads to different areas of Council operation is important for the Revenue and Financing Policy, particularly for services that are funded fully or mostly from user charges. For these services it is important that overheads are generally allocated on a similar basis as if these services were being operated by the private sector – otherwise users may be asked to pay too much.

Council also faces a number of costs that the private sector does not. These costs (such as running Council meetings and holding elections, as well as legal and policy advice, advocacy and consultation) are not treated as an overhead but rather treated as activities in their own right, and are funded on a stand-alone basis.

Operational expenditure includes depreciation.

Each funding method is described in more detail below, including the situations in which Council will use each method

[1] general rates

Funding from general rates is applied to those activities where it has been deemed that there is a general District-wide benefit to providing the service, or where there would be an economic inefficiency to implement a targeted rate.

[2] targeted rates

Funding from targeted rates is applied to specific activities where it has been deemed that there is a direct benefit to those ratepayers receiving a particular service (e.g. Council reticulated water supply).

[3] fees and charges

Where Council has deemed there is a direct or partial benefit to the end user (e.g. building control) it is done through fees and charges. For activities where enforcement action is necessary the exacerbator pays principle applies where practical.

[4] interest

Council receives the majority of its interest relating to the special funds it has set aside. The interest earned on these funds is transferred to the special funds balances. A small amount of interest is returned from time to time where Council has excesses of cash on hand, which is used to offset administration (internal) costs.

[5] borrowing

Not used for operating expenditure.

[6] proceeds from asset sales

A few assets – a very small fraction of Council's total value – do not currently make a contribution to the identified community outcomes, except in terms of the revenue they generate. In these cases the benefit to Council and the community from owning the asset is measurable simply as the rate of return.

Council will consider selling such assets where the rate of return from owning the asset is lower than the financial benefit to ratepayers of selling and of using the proceeds of sale to repay debt and/or transfer to Special Funds. In its considerations, Council will take into account the risk associated with continuing to own the asset, and the risks associated with Council's total debt.

Council may consider the sale of parks or roads where any sale and consequent use of funds would have an overall benefit to the community. The same principle will be applied to other individual assets that are part of an essential service provided by Council.

Not generally used for operating expenditure. The exception is for port activities where sale of endowment land is used to offset any current and/or prior year operational losses.

[7] development contributions

Not currently levied.

[8] financial contributions (under the resource management act 1991)

Financial contributions are charged where new development creates increased demand on maintenance of reserves.

[9] grants and subsidies

Council receives the majority of Grants and Subsidies in the form of financial assistance from Land New Zealand Transport Agency and are used as an operational source of income for roading where applicable. Grants and subsidies are used in other activities wherever feasible and it is financially prudent to draw down any such funds. Council acts as funding conduit for local service organizations accessing Crown funding assistance..

[10] other sources

Special funds are funds which have either been received by Council from a third party to be used in a specific way (Restricted Funds) or monies tagged by Council to be applied for a specific purpose or area of benefit (Non Restricted Funds). Special funds are used:

- where funds have been accrued specifically for the purpose; and/or
- where the expenditure is unexpected and unavoidable.

[d] capital expenditure

Capital expenditure is the category of spending which creates a new asset, or extends the lifetime of an existing asset. The following sources are available for Council to fund capital expenditure (the costs of replacing an existing asset are not included here as these costs are progressively expensed as depreciation).

Funding sources:

[1] general rates

Capital expenditure is not generally funded from rates. Council may opt to fund some capital expenditure from rates where this is in keeping with the principles of prudent financial management.

[2] targeted rates

Capital expenditure is not generally funded from rates. Council may opt to fund some capital expenditure from rates where this is in keeping with the principles of prudent financial management.

[3] fees and Charges

Capital expenditure is not generally funded from fees and charges. Council may opt to fund some capital expenditure from here where this is in keeping with the principles of prudent financial management.

[4] interest

Council receives the majority of its interest relating to the special funds' it has set aside . The interest earned on these funds is transferred to the special funds balances. Council may use the return on these funds to fund capital projects

[5] borrowing

To preserve "intergenerational equity", it is Council policy to spread the cost of capital expenditure over the life of the asset, by means of debt. Council will maintain debt at a prudent level in accordance with the Liability Management and Investment Policy.. The benefiting communities service the loan repayments.

[6] proceeds from asset sales

A few assets – a very small fraction of Council's total value – do not currently make a contribution to the identified community outcomes, except in terms of the revenue they generate. In these cases the benefit to Council and the community from owning the asset is measurable simply as the rate of return.

Council will consider selling such assets where the rate of return from owning the asset is lower than the financial benefit to ratepayers of selling and of using the proceeds of sale to repay debt and/or transfer to Special Funds. In its considerations, Council will take into account the risk associated with continuing to own the asset, and the risks associated with Council's total debt.

Council may consider the sale of parks or roads where any sale and consequent use of funds would have an overall benefit to the community. The same principle will be applied to other individual assets that are part of an essential service provided by Council.

Generally set aside for future use, in line with Council's policy on Special Funds. The exception is for port activities where sale of endowment land is used to offset any current and/or prior year operational losses.

[7] development contributions

Not currently levied.

[8] financial contributions (under the resource management act 1991)

Charged where the demand for Council development in the present and future is from new development

[9] grants and subsidies

Council receives the majority of grants and subsidies in the form of financial assistance from Land Transport New Zealand. Subsidies are also used for the development of other infrastructure such as water reticulation and sewage disposal when made available.

[10] other sources

Special funds are funds which have either been received by Council from a third party to be used in a specific way (Restricted Funds) or monies tagged by Council to be applied for a specific purpose or area of benefit (Non Restricted Funds). Special funds are used:

Special funds are used:

- where funds have been accrued specifically for the purpose; and/or
- where the expenditure is unexpected and unavoidable

[1.2] roading

This activity is reported on the **roading** group in the long term plan.

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓✓
Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓
Outcome Five	SAFETY	A District that is a safe place to live	✓✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> • Direct to users of the roads • General benefit to the whole district (positive externality) • Public are free to use district roads without making any direct contribution to Council 	<ul style="list-style-type: none"> • Immediate 	<ul style="list-style-type: none"> • General decline in service potential (General use of asset) • Increased use • Emergency re-instatement 	<ul style="list-style-type: none"> • NZTA • Petroleum Tax • General rates 	<ul style="list-style-type: none"> • Council will endeavour to gain the most advantageous financial assistance for both the immediate to medium term, with the balance of funding to be met from general rates. • The district requires an efficient transport network for economic viability, so there is a mix of direct benefit to the users of the network and general benefit to the whole district. It is therefore deemed most appropriate for the rates share to be met by way of a general rate set <i>differentially</i> across the district

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Users of the new facilities General benefit to the whole district 	<ul style="list-style-type: none"> Long Term 	<ul style="list-style-type: none"> New development Increased Traffic Safety improvements 	<ul style="list-style-type: none"> NZTA General Rates Developers Special Funds Borrowing 	<ul style="list-style-type: none"> For the development of new roads, much of the benefit will be gained by future communities, and as such is funded by the developers of the new roads. Generally these assets are then vested in Council, where the Council thereon becomes responsible for the on-going maintenance/renewal of these new assets. It is also recognised that the new development has a positive influence on the economy of the Grey District, and as such Council can act partly as a facilitator by contributing to the cost of new development.

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies <ul style="list-style-type: none"> NZTA financial assistance 	50 – 60%	60 - 70%
User Fees <ul style="list-style-type: none"> recoverable works, shared projects 	5 – 10%	0 - 15%
Borrowing	0%	5 - 30%
Special funds <ul style="list-style-type: none"> Council funds a share of new developments where it creates an economic benefit to encourage the development 	0 - 5%	0 – 30%
Other <ul style="list-style-type: none"> petroleum tax assets vested financial contributions 	5 – 10%	0 – 5%
Targeted rates	0%	0%
General rates <ul style="list-style-type: none"> balance of funds required. Set differentially for a more equitable split of who pays what proportion of the rate 	20 – 30%	5 – 10%

[d] costs and benefits funding the activity distinctly from other activities.

Makes up its own group activity statement in LTCCP, significant funding required, with separate general rate set for ratepayer share

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> • Transparency to funders, including ratepayers • Accountability • Allows for differential rating, where Council has allocated costs to those sectors that benefit (refer <i>Funding Impact Statement</i>)

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represents a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met 	<ul style="list-style-type: none"> • Represents a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met • Capital programme represents a future decline in service potential cost to be met
ECONOMIC	<ul style="list-style-type: none"> • Recovery from developers may discourage development and hinder economic growth 	<ul style="list-style-type: none"> • Recovery from developers may discourage development and hinder economic growth
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.3] stormwater & flood protection

This activity is reported on the **stormwater and flood protection** group in the long term plan.

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓✓
Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓
Outcome Five	SAFETY	A District that is a safe place to live	✓✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Properties that discharge to Council stormwater system – generally the residential/commercial areas General benefit to the whole district (urban areas serviced by efficient systems) 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> General decline in service potential (General use of asset) Increased use Emergency re-instatement 	<ul style="list-style-type: none"> General rates 	<ul style="list-style-type: none"> The district requires efficient stormwater/flood protection assets for economic viability, so there is a mix of direct benefit to the users of the systems and general benefit to the whole district. It is therefore deemed most appropriate for the rates share to be met by way of a general rate set <i>differentially</i> across the district

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Users of the new facilities General benefit to the whole district 	<ul style="list-style-type: none"> Long Term 	<ul style="list-style-type: none"> New development Demand of current users for increased performance/protection 	<ul style="list-style-type: none"> General Rates Developers Special Funds Borrowing 	<ul style="list-style-type: none"> For the development of new assets, much of the benefit will be gained by future communities, and as such is funded by the developers. Generally these assets are then vested in Council, where the Council thereon becomes responsible for the on-going maintenance/renewal of these new assets. Other new assets are developed to increase the level of service, and as such are loan funded, with the repayment costs spread over the life of the assets.

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies <ul style="list-style-type: none"> NZTA financial assistance may be available for protecting road network assets 	0%	0 - 10%
User Fees.	0%	0%
Borrowing	0%	5 – 100%
Special funds <ul style="list-style-type: none"> Council has some specific funds set aside for enhancing/new flood protection works. 	0%	5 – 100%
Other Assets vested	0%	0 - 5%
Targeted rates	0%	0%
General rates <ul style="list-style-type: none"> balance of funds required. Set differentially for a more equitable split of who pays what proportion of the rate 	100%	0 - 20%

[d] costs and benefits funding the activity distinctly from other activities.

Makes up its own group activity statement in LTCCP, significant funding required, with separate general rate set for ratepayer share

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> • Transparency to funders, including ratepayers • Accountability • Allows for differential rating, where Council has allocated costs to those sectors that benefit (refer <i>Funding Impact Statement</i>)

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represents a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met 	<ul style="list-style-type: none"> • Represents a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met • Capital programme represents a future decline in service potential cost to be met
ECONOMIC	<ul style="list-style-type: none"> • Recovery from developers may discourage development and hinder economic growth 	<ul style="list-style-type: none"> • Recovery from developers may discourage development and hinder economic growth
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.4] sewerage

*This activity is reported on the **sewerage** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓✓
Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓✓
Outcome Five	SAFETY	A District that is a safe place to live	✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Properties that discharge to Council sewerage system – generally the residential/commercial areas General benefit to the whole district (urban areas serviced by efficient and environmentally compliant systems) 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> General decline in service potential (General use of asset) – Ratepayers and other public such as campervans at dump stations Increased use Emergency re-instatement 	<ul style="list-style-type: none"> Targeted rates User fees 	<ul style="list-style-type: none"> Properties connected to Council schemes create the need for Council to operate and maintain schemes. It is therefore deemed most appropriate for the rates share to be met by way of a <i>targeted</i> rate.

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Users of the new facilities General benefit to the whole district 	<ul style="list-style-type: none"> Long Term 	<ul style="list-style-type: none"> New development Increasing environmental compliance standards Demand of current users for increased performance/protection 	<ul style="list-style-type: none"> Subsidies Developers Special Funds Borrowing (repayments met from targeted rates) 	<ul style="list-style-type: none"> For the development of new assets, much of the benefit will be gained by future communities, Subsidies are used to maximum advantage wherever possible New assets that are developed to increase the level of service are loan funded, with the repayment costs spread over the life of the assets.

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies <ul style="list-style-type: none"> Ministry of Health subsidies to be used advantageously where available 	0%	0 - 90%
User Fees. <ul style="list-style-type: none"> Trade Waste levies 	5 – 10%	0 – 20%
Borrowing <ul style="list-style-type: none"> repaid from targeted rates 	0%	5 – 100%
Special funds <ul style="list-style-type: none"> Council has some specific funds set aside for new capital works. 	0%	5 – 100%
Other <ul style="list-style-type: none"> Assets vested 	0%	0 - 5%
Targeted rates <ul style="list-style-type: none"> balance of funds required. 	90 - 95%	0%
General rates	0%	0%

[d] costs and benefits funding the activity distinctly from other activities.

Makes up its own group activity statement in LTCCP, significant funding required, with separate targeted rate set for ratepayer share

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> • Transparency to funders, including ratepayers • Accountability • Allows for targeted rating, where Council allocates all costs to those sectors that benefit (refer <i>Funding Impact Statement</i>)

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represents a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met • Effective treatment and disposal will protect the health of current communities 	<ul style="list-style-type: none"> • Represents a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met • Capital programme represents a future decline in service potential cost to be met • Effective treatment and disposal will protect the health of current communities
ECONOMIC	<ul style="list-style-type: none"> • Recovery from developers may discourage development and hinder economic growth 	<ul style="list-style-type: none"> • Recovery from developers may discourage development and hinder economic growth
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.5] water supply

*This activity is reported on the **water supply** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓✓
Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓✓
Outcome Five	SAFETY	A District that is a safe place to live	✓✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Properties that are connected to a Council reticulated water system General benefit to the whole district (urban areas serviced by efficient and compliant systems) 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> General decline in service potential (General use of asset) Increased use Emergency re-instatement 	<ul style="list-style-type: none"> Targeted rates 	<ul style="list-style-type: none"> Properties connected to Council schemes create the need for Council to operate and maintain schemes. It is therefore deemed most appropriate for the rates share to be met by way of a targeted rate.

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Users of the new facilities General benefit to the whole district 	<ul style="list-style-type: none"> Long Term 	<ul style="list-style-type: none"> New development Increasing environmental compliance standards Demand of current users for increased performance/protection 	<ul style="list-style-type: none"> Subsidies Developers Special Funds Borrowing (repayments met from targeted rates) 	<ul style="list-style-type: none"> For the development of new assets, much of the benefit will be gained by future communities, Subsidies are used to maximum advantage wherever possible New assets that are developed to increase the level of service are loan funded, with the repayment costs spread over the life of the assets.

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies <ul style="list-style-type: none"> Ministry of Health subsidies to be used advantageously where available 	0%	0 - 90%
User Fees.	0 – 5%	0 – 20%
Borrowing <ul style="list-style-type: none"> repaid from targeted rates 	0%	5 – 100%
Special funds <ul style="list-style-type: none"> Council has some specific funds set aside for new capital works. 	0%	5 – 100%
Other <ul style="list-style-type: none"> Assets vested financial contributions Financial contributions – developers of new sections 	0%	0 - 5%
Targeted rates <ul style="list-style-type: none"> balance of funds required (includes water meter rates) 	90 - 100%	0%
General rates	0%	0%

[d] costs and benefits funding the activity distinctly from other activities.

Makes up its own group activity statement in LTCCP, significant funding required, with separate targeted rate set for ratepayer share

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> • Transparency to funders, including ratepayers • Accountability • Allows for targeted rating, where Council allocates all costs to those sectors that benefit (refer <i>Funding Impact Statement</i>)

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represents a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met 	<ul style="list-style-type: none"> • Represents a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met • Capital programme represents a future decline in service potential cost to be met
ECONOMIC	<ul style="list-style-type: none"> • Recovery from developers may discourage development and hinder economic growth 	<ul style="list-style-type: none"> • Recovery from developers may discourage development and hinder economic growth
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.6] solid waste management

*This activity is reported on the **solid waste management** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓✓
Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓
Outcome Six	IDENTITY	A "happening" district with a strong community spirit and distinctive lifestyle.	✓✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Properties that have a kerbside refuse collection available General benefit to the whole district to have a compliant waste facility 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> General decline in service potential (General use of asset) Increased use 	<ul style="list-style-type: none"> Targeted rates General rates User fees 	<ul style="list-style-type: none"> The demand for the operation and maintenance of facilities is created by the present community There is a direct benefit for those properties that can have their waste collected, therefore a <i>targeted</i> rate is struck to cover these costs. Excess users of refuse collection pay additional user fees Those that use facilities direct cover the relevant costs by way of user fees There is a district wide benefit to having a compliant facility; therefore other costs are covered by a separate general rate set <i>differentially</i> across the district.

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Users of the new facilities General benefit to the whole district 	<ul style="list-style-type: none"> Long Term 	<ul style="list-style-type: none"> Growing district Increasing environmental compliance standards Demand of current users for increased level of service 	<ul style="list-style-type: none"> Special Funds Borrowing 	<ul style="list-style-type: none"> For the development of new assets, much of the benefit will be gained by future communities, New assets that are developed to increase the level of service are loan funded, with the repayment costs spread over the life of the assets.

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	0%
User Fees. <ul style="list-style-type: none"> Cost of disposing waste in district facility 	20 – 30%	0%
Borrowing <ul style="list-style-type: none"> repaid from rates and user fees 	0%	90 - 100%
Special funds <ul style="list-style-type: none"> Council has some specific funds set aside for new capital works. 	0%	0 - 10%
Other	0%	0%
Targeted rates <ul style="list-style-type: none"> Cost of operating collection and disposal of waste collected 	50 – 60%	0%
General rates <ul style="list-style-type: none"> balance of funds required 	20 – 30%	0%

[d] costs and benefits funding the activity distinctly from other activities.

Makes up its own group activity statement in LTCCP, significant funding required, with a separate targeted rate and a separate general rate set for ratepayer share

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> • Transparency to funders, including ratepayers • Accountability • Allows for targeted rating, where Council allocates all costs to those sectors that benefit (refer <i>Funding Impact Statement</i>) • Allows for differential rating, where Council has allocated costs to those sectors that benefit (refer <i>Funding Impact Statement</i>)

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represents a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met 	<ul style="list-style-type: none"> • Represents a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met • Capital programme represents a future decline in service potential cost to be met
ECONOMIC	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
ENVIRONMENTAL	<ul style="list-style-type: none"> • User fees may encourage waste minimization thereby reducing volumes disposed in the landfill. • Users fees may encourage illegal dumping 	<ul style="list-style-type: none"> • Future users meet the future costs arising from maintaining closed land-fills. • User fees may encourage waste minimization thereby reducing volumes disposed in the landfill
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.7] rural fire service

This activity is reported on the **emergency management** group in the long term plan.

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓✓
Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓
Outcome Five	SAFETY	A District that is a safe place to live	✓✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> General benefit to the whole district to having a managed service. 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> Statutory responsibility indiscriminate use of fires, runaway fires etc 	<ul style="list-style-type: none"> General rates User fees Subsidies 	<ul style="list-style-type: none"> The demand for management of rural fire responsibilities is created by the present community There is a district wide benefit to having a managed service; therefore other costs are covered by a separate general rate set <i>differentially</i> across the district.

[2] capital expenditure

n/a

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0 – 10%	-
User Fees. • Recovery of costs incurred responding to events from any liable party.	0 – 10%	-
Borrowing	0%	-
Special funds	0%	-
Other	0%	-
Targeted rates	0%	-
General rates • balance of funds required	80 – 100%	-

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning on a separate basis 	<ul style="list-style-type: none"> • Transparency to funders, including ratepayers • Accountability • Allows for differential rating, where Council has allocated costs to those sectors that benefit (refer <i>Funding Impact Statement</i>)

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represents a low to moderate cost to be paid by the general ratepayer 	<ul style="list-style-type: none"> • Represents a low to moderate cost to be paid by the general ratepayer
ECONOMIC	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.8] civil defence and emergency management

*This activity is reported on the **emergency management** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓✓
Outcome Five	SAFETY	A District that is a safe place to live	✓✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> General benefit to the whole district to have a managed service 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> Statutory responsibility 	<ul style="list-style-type: none"> General rates Subsidies 	<ul style="list-style-type: none"> The demand for management of civil defence responsibilities is created by the present community There is a district wide benefit to having this service; therefore costs are covered from the general rate.

[2] capital expenditure

n/a

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0 – 10%	-
User Fees.	0%	-
Borrowing	0%	-
Special funds	0%	-
Other	0%	-
Targeted rates	0%	-
General rates	90 – 100%	-
<ul style="list-style-type: none"> • balance of funds required 		

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning on a separate basis 	<ul style="list-style-type: none"> • accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represents a low to moderate cost to be paid by the general ratepayer 	<ul style="list-style-type: none"> • Represents a low to moderate cost to be paid by the general ratepayer
ECONOMIC	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.9] district planning

*This activity is reported on the **environmental services** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓✓
Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓
Outcome Six	IDENTITY	A “happening” district with a strong community spirit and distinctive lifestyle.	✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Those that apply for consents General benefit to the whole district by having policies and plans that reflect the community's views 	<ul style="list-style-type: none"> Consenting work provides benefit to the applicant both present and into the future. Policy provides current and ongoing benefits through the sustainable and harmonious development of Council/Community vision . 	<ul style="list-style-type: none"> Those applying for consents Consent holders Statutory responsibilities 	<ul style="list-style-type: none"> User fees General rates Subsidies/donations 	<ul style="list-style-type: none"> Planning provides current and ongoing benefits through the sustainable development of Council/Community vision The majority of benefit for the costs of consent processing goes to the applicant, and this is reflected in user fees. Policy and strategy aspects are considered to have predominantly public benefit and are funded from general rates

[2] capital expenditure

n/a

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies • any available subsidies will be used to maximum advantage (mainly applies to policy work)	0 – 10%	-
User Fees.	50 – 60%	-
Borrowing	0%	-
Special funds	0%	-
Other	0%	-
Targeted rates	0%	-
General rates • balance of funds required.	40 – 50%	-

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
• minor additional costs of planning on a separate basis	• Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represent a cost to be met by the ratepayer • 	<ul style="list-style-type: none"> • Represent a cost to be met by the ratepayer
ECONOMIC	<ul style="list-style-type: none"> • User fee recovery may discourage development and hinder economic growth 	<ul style="list-style-type: none"> • User fee recovery may discourage development and hinder economic growth
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.10] building control

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓
Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> • Those that apply for consents • General benefit to the whole district by having policies and plans that reflect the community's views 	<ul style="list-style-type: none"> • Consenting work provided benefit to the applicant both present and into the future. • Policy provides current and ongoing benefits through the sustainable development of Council/Community vision 	<ul style="list-style-type: none"> • Those applying for consents • Statutory responsibilities 	<ul style="list-style-type: none"> • User fees • General rates • Subsidies/donations 	<ul style="list-style-type: none"> • The majority of benefit for the costs of consent processing goes to the applicant, and this is reflected in user fees. • Planning provides current and ongoing benefits through the sustainable development of Council/Community vision • Policy and strategy aspects are considered to have predominantly public benefit and are funded from general rates

[2] capital expenditure

n/a

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies • any available subsidies will be used to maximum advantage (mainly applies to policy work)	0 – 10%	-
User Fees.	65 – 80%	-
Borrowing	0%	-
Special funds	0%	-
Other	0%	-
Targeted rates	0%	-
General rates • balance of funds required.	10 – 20%	-

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning on a separate basis 	<ul style="list-style-type: none"> • Accountability • Allows for differential rating, where Council has allocated costs to those sectors that benefit (refer <i>Funding Impact Statement</i>)

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represent a cost to be met by the ratepayer 	<ul style="list-style-type: none"> • Represent a cost to be met by the ratepayer
ECONOMIC	<ul style="list-style-type: none"> • User fee recovery may discourage development and hinder economic growth 	<ul style="list-style-type: none"> • User fee recovery may discourage development and hinder economic growth
ENVIRONMENTAL	<ul style="list-style-type: none"> • User fee penalties may reduce illegal building work which is good for the environment. 	<ul style="list-style-type: none"> • User fee penalties may reduce illegal building work which is good for the environment
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.11] dog and stock control

*This activity is reported on the **environmental services** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome Five	SAFETY	A District that is a safe place to live	✓✓
✓✓	Outcome the activity primarily contributes to		
✓	Other outcome the activity contributes to		

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> General benefit to the whole district by having regulated dog and stock control 	<ul style="list-style-type: none"> immediate 	<ul style="list-style-type: none"> Those who have dogs/stock in the district Those that fail to control dog/stock Statutory responsibilities 	<ul style="list-style-type: none"> User fees General rates 	<ul style="list-style-type: none"> The benefit of having effective dog control is shared equally by all in the district. As the need for the activity is created by dog owners, the majority of costs are to be met by those generated the need

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Dog owners 	<ul style="list-style-type: none"> Long Term 	<ul style="list-style-type: none"> Public demand for increased levels of service 	<ul style="list-style-type: none"> Special Funds Borrowing 	<ul style="list-style-type: none"> Development of any dog recreation facilities is to be funded over the estimated life of the assets. Costs to be met by benefiting party (dog owners)

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	-
User Fees.	70 – 80%	-
Borrowing	0%	0 – 100%
Special funds	0%	0 – 100%
Other	0%	-
Targeted rates	0%	-
General rates	20 – 30%	-
• balance of funds required.		

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
• minor additional costs of planning on a separate basis	• Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represent a cost to be met by the dog owner • User fee recovery may discourage unwanted dog ownership • User fee recovery may discourage dog registration 	<ul style="list-style-type: none"> • Represent a cost to be met by the dog owner
ECONOMIC	• n/a	• n/a
ENVIRONMENTAL	• n/a	• n/a
CULTURAL	• n/a	• n/a

[1.12] amenity management

*This activity is reported on the **environmental services** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> General benefit to the whole district by having an attractive district 	<ul style="list-style-type: none"> Immediate to long term 	<ul style="list-style-type: none"> Those with properties that are considered untidy The majority who favour an attractive and tidy district 	<ul style="list-style-type: none"> User fees General rates 	<ul style="list-style-type: none"> Whilst in principle the ideal would be to recover the majority of costs from those creating the demand (exacerbator) The reality is it is inherently difficult to recover the costs. As there is a collective benefit remaining costs are met by the general ratepayer.

[2] capital expenditure

n/a

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	-
User Fees.	20 – 50%	-
Borrowing	0%	-
Special funds	0%	-
Other	0%	-
Targeted rates	0%	-
General rates • balance of funds required.	50 – 80%	-

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
• minor additional costs of planning on a separate basis	• Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represent a cost to be met by the ratepayer • User fees and penalties may reduce untidy properties • Remaining ratepayer input may result in more reports of untidy properties. 	<ul style="list-style-type: none"> • Represent a cost to be met by the ratepayer • User fees and penalties may reduce untidy properties • Remaining ratepayer input may result in more reports of untidy properties.
ECONOMIC	• n/a	• n/a
ENVIRONMENTAL	• User fees and penalties will create a tidier social environment.	• User fees and penalties will create a tidier social environment
CULTURAL	• Residual rate input will result in greater public expectations of action to address untidy properties.	• Residual rate input will result in greater public expectations of action to address untidy properties.

[1.13] health regulation

*This activity is reported on the **environmental services** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓✓
✓✓	Outcome the activity primarily contributes to		
✓	Other outcome the activity contributes to		

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> General benefit to the whole district by having regulated providers where appropriate 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> Those with premises required to be licensed Statutory responsibilities 	<ul style="list-style-type: none"> User fees General rates 	<ul style="list-style-type: none"> Direct inspection and licensing costs are recovered from premises involved. As there is a collective benefit remaining costs are met by the general ratepayer.(Public Goods)

[2] capital expenditure

n/a

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	-
User Fees.	30 – 40%	-
Borrowing	0%	-
Special funds	0%	-
Other	0%	-
Targeted rates	0%	-
General rates	60 – 70%	-
• balance of funds required.		

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
• minor additional costs of planning on a separate basis	• Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represent a cost to be met by the ratepayer • 	<ul style="list-style-type: none"> • Represent a cost to be met by the ratepayer
ECONOMIC	<ul style="list-style-type: none"> • User fees represent another regulatory cost to be met by the business owner 	<ul style="list-style-type: none"> • User fees represent another regulatory cost to be met by the business owner
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.14] greymouth aerodrome

This activity is reported on the **other transport** group in the long term plan.

[a] community outcomes to which this activity primarily contribute

Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓✓
Outcome Six	IDENTITY	A “happening” district with a strong community spirit and distinctive lifestyle.	✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Direct to users of the facility General benefit to the whole district (accessibility) 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> General decline in service potential (General use of asset) Increased use Emergency re-instatement 	<ul style="list-style-type: none"> User charges General rates 	<ul style="list-style-type: none"> With limited commercial use and restrictions thereof the current facility is restricted in the amount of funds recovered directly from the users. The aerodrome as an integral part of Council’s lifelines function with respect to accessibility and how Council can respond to civil emergencies. This has a district wide benefit.

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Users of the new facilities General benefit to the whole district 	<ul style="list-style-type: none"> Long Term 	<ul style="list-style-type: none"> Increased demand Increased service levels 	<ul style="list-style-type: none"> Special Funds Borrowing 	<ul style="list-style-type: none"> Capital development is limited with the current patronage. Maintenance of the runway to high standard unavoidable.

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	0%
User Fees	30 – 50%	0%
Borrowing • repaid from rates and user fees	0%	0 – 100%
Special funds	0 - 5%	0 – 100%
Other	0%	0%
Targeted rates	0%	0%
General rates • balance of funds required.	50 – 70%	0%

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
• minor additional costs of planning and reporting on a separate basis	• Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represent a significant cost to be met by the ratepayer, especially due to low use frequency • Capital programme represents an increased maintenance cost to be met 	<ul style="list-style-type: none"> • Represent a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met • Capital programme represents a future decline in service potential cost to be met
ECONOMIC	<ul style="list-style-type: none"> • Additional user fee recovery may result in decline in use of the facility 	<ul style="list-style-type: none"> • Additional user fee recovery may result in decline in use of the facility
ENVIRONMENTAL	• n/a	• n/a
CULTURAL	• n/a	• n/a

[1.15] parking

*This activity is reported on the **other transport** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓✓
Outcome Five	SAFETY	A District that is a safe place to live	✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/IN ACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> • Direct to users of the service • General benefit to the Commercial sector • General benefit to the whole district (accessibility) 	<ul style="list-style-type: none"> • Immediate 	<ul style="list-style-type: none"> • General decline in service potential (General use of asset) • Increased use 	<ul style="list-style-type: none"> • User charges • General rates 	<ul style="list-style-type: none"> • Costs are recovered from users of dedicated parking facilities • Regulation/enforcement costs are recovered from fines • General benefit available to all by having accessible parking in main commercial area plus no charge for on-street parking, therefore a general rate input appropriate.

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/IN ACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> • Users of the new facilities • General benefit to the whole district 	<ul style="list-style-type: none"> • Long Term 	<ul style="list-style-type: none"> • Increased demand • Increased service levels demand 	<ul style="list-style-type: none"> • Special Funds • Developer contributions • Borrowing 	<ul style="list-style-type: none"> • Developers contribute towards new parking facilities where they are unable to meet on-site requirements. • Other development costs met from special funds specifically set aside and/or term borrowing.

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	0%
User Fees • recoverable works, shared projects	50 – 60%	0%
Borrowing	0%	0 – 100%
Special funds • Council funds a share of new developments where it creates an economic benefit to encourage the development	0%	0 – 100%
Other • Financial contributions	0%	0 – 50%
Targeted rates	0%	0%
General rates • balance of funds required. Set differentially for a more equitable split of who pays what proportion of the rate	40 – 50%	0%

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
• minor additional costs of planning and reporting on a separate basis	• Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> Represent a cost to be met by the ratepayer Capital programme represents an increased maintenance cost to be met 	<ul style="list-style-type: none"> Represent a cost to be met by the ratepayer Capital programme represents an increased maintenance cost to be met Capital programme represents a future decline in service potential cost to be met
ECONOMIC	<ul style="list-style-type: none"> Recovery from developers may discourage development and hinder economic growth User fees may encourage car pooling which may make more of existing parking available 	<ul style="list-style-type: none"> Recovery from developers may discourage development and hinder economic growth
ENVIRONMENTAL	• n/a	• n/a
CULTURAL	• n/a	• n/a

[1.16] port

*This activity is reported on the **other transport** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓
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✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> • Direct to users of the facility • General benefit to the whole district (economic) 	<ul style="list-style-type: none"> • Immediate 	<ul style="list-style-type: none"> • General decline in service potential (General use of asset) • Increased use • Emergency re-instatement 	<ul style="list-style-type: none"> • User charges • Asset sales 	<ul style="list-style-type: none"> • Recovery from users of port facilities to be maximized • The port as an integral part of Council's lifelines function with respect to accessibility and how Council can respond to civil emergencies. This has a district wide benefit. In spite of this, Council makes no rate input

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> • Users of the new facilities • General benefit to the whole district (economic) 	<ul style="list-style-type: none"> • Long Term 	<ul style="list-style-type: none"> • Increased demand • Increased service levels 	<ul style="list-style-type: none"> • Special Funds • Borrowing • Asset sales 	<ul style="list-style-type: none"> • Development of new facilities to be funded over economic life of assets

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	0 – 50%
User Fees • recoverable works, shared projects	50 – 80%	0%
Borrowing	0%	5 – 100%
Special funds	0 - 5%	0 – 30%
Other • asset sales (endowment land)	5 – 10%	0 – 5%
Targeted rates	0%	0%
General rates	0%	0%

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> • Transparency to funders, including ratepayers • Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • No rates input does not recognize lifelines function of the port. • Capital programme represents an increased maintenance cost to be met 	<ul style="list-style-type: none"> • No rates input does not recognize lifelines function of the port • Potential "hidden" cost as sale of remaining assets cannot sustain the service indefinitely. • Capital programme represents an increased maintenance cost to be met • Capital programme represents a future decline in service potential cost to be met
ECONOMIC	<ul style="list-style-type: none"> • Represent a significant cost to be met by the users. 	<ul style="list-style-type: none"> • Represent a significant cost to be met by the users. May discourage use and direct towards alternative providers.
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.17] retirement housing

*This activity is reported on the **property and housing** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓✓
Outcome Five	SAFETY	A District that is a safe place to live	✓
Outcome Six	IDENTITY	A “happening” district with a strong community spirit and distinctive lifestyle.	✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Direct to users of the facility 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> General decline in service potential (General use of asset) Increased use Emergency re-instatement 	<ul style="list-style-type: none"> User charges 	<ul style="list-style-type: none"> The majority of benefit is received by the tenants and therefore 100% user fee recovery.

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Users of the new facilities 	<ul style="list-style-type: none"> Long Term 	<ul style="list-style-type: none"> Increased demand Increased service levels demand 	<ul style="list-style-type: none"> Special Funds Borrowing Subsidies 	<ul style="list-style-type: none"> The majority of benefit is received by the tenants and therefore 100% user fee recovery.

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	0 – 30%
User Fees	100%	0%
Borrowing • repaid from user fees	0%	0 – 100%
Special funds	0%	0 – 50%
Other	0%	0%
Targeted rates	0%	0%
General rates	0%	0%

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> • Transparency to funders • Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represents a cost to be met by the user • Capital programme represents an increased maintenance cost to be met 	<ul style="list-style-type: none"> • Represents a cost to be met by the user • Capital programme represents an increased maintenance cost to be met • Capital programme represents a future decline in service potential cost to be met
ECONOMIC	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • Any 'non market' rental recovery may represent an increased cost to be met by future users.
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.18] council’s property portfolio

*This activity is reported on the **property** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓
Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓
Outcome Four	EDUCATION	A district that values and supports learning with accessible, relevant education and training opportunities	✓
Outcome Five	SAFETY	A District that is a safe place to live	✓
Outcome Six	IDENTITY	A “happening” district with a strong community spirit and distinctive lifestyle.	✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> • Direct to users of the facility 	<ul style="list-style-type: none"> • Immediate 	<ul style="list-style-type: none"> • General decline in service potential (General use of asset) • Increased use • Emergency re-instatement 	<ul style="list-style-type: none"> • User charges • Subsidies • Internal Recoveries 	<ul style="list-style-type: none"> • Costs of providing municipal buildings are recovered from the activities supported (internal recoveries) • Other recoveries are from occupiers of Council property, such as land leases and tenants. • Investment returns on previous sales of Council property are used as a source of funds (given the diminished return as council divests property).

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Users of the new facilities 	<ul style="list-style-type: none"> Long Term 	<ul style="list-style-type: none"> Increased demand Increased service levels 	<ul style="list-style-type: none"> Special Funds Borrowing 	<ul style="list-style-type: none"> For the development of new facilities much of the benefit will be gained by future communities therefore any expenditure will be funded over the period of benefit

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	0%
User Fees	60 – 85%	0%
Borrowing	0%	0 – 100%
Special funds	0%	0 – 100%
Other		
<ul style="list-style-type: none"> Internal recoveries Asset sales 	15 – 40%	0%
Targeted rates	0%	0%
General rates	0%	0%

[d] costs and benefits funding the activity distinctly from other activities.

Part of a combined group of activities in the LTCCP, significant funding required, funded mainly from user charges, special reserves and loans

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> • Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represent a significant cost to be met by the ratepayer (directly and indirectly) • Capital programme represents an increased maintenance cost to be met 	<ul style="list-style-type: none"> • Represent a significant cost to be met by occupier • Capital programme represents an increased maintenance cost to be met • Capital programme represents a future decline in service potential cost to be met
ECONOMIC	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • Use of special funds mean there is an opportunity cost, i.e. those funds will not be available for future use. Alternative sources of funding will be required for future projects.
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.19] reserves

*This activity is reported on the **community facilities and events** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓✓
Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓✓
Outcome Six	IDENTITY	A "happening" district with a strong community spirit and distinctive lifestyle.	✓✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Direct to users of the facility General benefit to the whole district (quality recreational services) 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> General decline in service potential (General use of asset) Increased use Emergency re-instatement 	<ul style="list-style-type: none"> User charges General rates Developers 	<ul style="list-style-type: none"> Majority of funds from general rates, with the part costs of maintenance of new reserves funded from reserve contributions.

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Users of the new facilities General benefit to the whole district 	<ul style="list-style-type: none"> Long Term 	<ul style="list-style-type: none"> Increased demand Increased service levels 	<ul style="list-style-type: none"> Special Funds Borrowing Developers 	<ul style="list-style-type: none"> Reserve contributions, levied to recover costs of providing new facilities for growing district. For the development of other new facilities much of the benefit will be gained by future communities therefore any expenditure will be funded over the period of benefit

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	0%
User Fees	0 – 5%	0%
Borrowing • repayments funded from rates	0%	0 – 100%
Special funds	0%	0 – 100%
Other • Reserve contributions	5 – 10%	0 – 100%
Targeted rates	0%	0%
General rates • balance of funds required.	85 - 95%	0%

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
• minor additional costs of planning and reporting on a separate basis	• Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represent a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met 	<ul style="list-style-type: none"> • Represent a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met • Capital programme represents a future decline in service potential cost to be met
ECONOMIC	• n/a	• Use of special funds mean there is an opportunity cost, i.e. those funds will not be available for future use. Alternative sources of funding will be required for future projects.
ENVIRONMENTAL	• n/a	• n/a
CULTURAL	• n/a	• n/a

[1.20] in-house taskforce

*This activity is reported on the **community facilities and events** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓✓
Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓
Outcome Six	IDENTITY	A "happening" district with a strong community spirit and distinctive lifestyle.	✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> General benefit to the whole district (enhanced amenity values) 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> Demand of community for a tidy district 	<ul style="list-style-type: none"> General rates 	<ul style="list-style-type: none"> Non-exclusive service – funded from general rates.

[2] capital expenditure

n/a

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	-
User Fees	0%	-
Borrowing	0%	-
Special funds	0%	-
Other	0%	-
Targeted rates	0%	-
General rates	100%	-

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> • Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represents a cost to be met by the ratepayer 	<ul style="list-style-type: none"> • Represents a cost to be met by the ratepayer • Cost on ratepayer expected to increase as demands on the service increases.
ECONOMIC	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.21] restrooms and public conveniences

*This activity is reported on the **community facilities and events** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓
Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓✓
Outcome Six	IDENTITY	A "happening" district with a strong community spirit and distinctive lifestyle.	✓✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> • Direct to users of the facility • General benefit to the whole district (quality services) 	<ul style="list-style-type: none"> • Immediate 	<ul style="list-style-type: none"> • General decline in service potential (General use of asset) • Increased use • Emergency re-instatement 	<ul style="list-style-type: none"> • General rates 	<ul style="list-style-type: none"> • Non-exclusive service – funded from general rates.

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> • Users of the new facilities • General benefit to the whole district 	<ul style="list-style-type: none"> • Long Term 	<ul style="list-style-type: none"> • Increased demand • Increased service levels 	<ul style="list-style-type: none"> • Special Funds • Borrowing 	<ul style="list-style-type: none"> • For the development of new facilities much of the benefit will be gained by future communities therefore any expenditure will be funded over the period of benefit

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	0%
User Fees	0%	0%
Borrowing • repaid from rates	0%	0 – 100%
Special funds	0%	0 – 100%
Other	0%	0%
Targeted rates	0%	0%
General rates	100%	0%

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> • Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represent a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met 	<ul style="list-style-type: none"> • Represent a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met • Capital programme represents a future decline in service potential cost to be met
ECONOMIC	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • Use of special funds mean there is an opportunity cost, i.e. those funds will not be available for future use. Alternative sources of funding will be required for future projects.
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.22] heritage and culture

*This activity is reported on the **community facilities and events** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome Four	EDUCATION	A district that values and supports learning with accessible, relevant education and training opportunities	✓✓
Outcome Six	IDENTITY	A “happening” district with a strong community spirit and distinctive lifestyle.	✓✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/IN ACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> • Direct to those who use Council provided facilities • General benefit to the whole district (quality services) 	<ul style="list-style-type: none"> • Immediate 	<ul style="list-style-type: none"> • General decline in service potential (General use of asset) • Increased use 	<ul style="list-style-type: none"> • User fees • General rates 	<ul style="list-style-type: none"> • User fees recovered where practical • Essentially a non-exclusive service – balance funded from general rates.

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/IN ACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> • Users of the new facilities • General benefit to the whole district 	<ul style="list-style-type: none"> • Long Term 	<ul style="list-style-type: none"> • Increased demand • Increased service levels 	<ul style="list-style-type: none"> • Special Funds • Subsidies/donations • Borrowing 	<ul style="list-style-type: none"> • For the development of new facilities much of the benefit will be gained by future communities therefore any expenditure will be funded over the period of benefit

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	0 – 50%
User Fees	0 – 10%	0%
Borrowing	0%	0 – 100%
Special funds	0%	0 – 100%
Other	0%	0%
Targeted rates	0%	0%
General rates • balance of funds required.	90 – 100%	0%

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
• minor additional costs of planning and reporting on a separate basis	• Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> Represents a significant cost to be met by the ratepayer Capital programme represents an increased maintenance cost to be met 	<ul style="list-style-type: none"> Represents a significant cost to be met by the ratepayer Capital programme represents an increased maintenance cost to be met Capital programme represents a future decline in service potential cost to be met
ECONOMIC	• n/a	• Use of special funds mean there is an opportunity cost, i.e. those funds will not be available for future use. Alternative sources of funding will be required for future projects.
ENVIRONMENTAL	• n/a	• n/a
CULTURAL	• Funding as general rate confirms community support for the service.	• n/a

[1.23] district libraries

*This activity is reported on the **community facilities and events** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓✓
Outcome Four	EDUCATION	A district that values and supports learning with accessible, relevant education and training opportunities	✓✓
Outcome Six	IDENTITY	A “happening” district with a strong community spirit and distinctive lifestyle.	✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Direct to users of the facility General benefit to the whole district (quality recreational services) 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> General decline in service potential (General use of asset) Increased use Emergency re-instatement 	<ul style="list-style-type: none"> User charges General rates Special Funds 	<ul style="list-style-type: none"> Split between recoveries direct from users and general rate input for public benefit. Note: By law, no membership fees can be charged to district residents.

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Users of the new facilities General benefit to the whole district 	<ul style="list-style-type: none"> Long Term 	<ul style="list-style-type: none"> Increased demand Increased service levels 	<ul style="list-style-type: none"> Special Funds Borrowing 	<ul style="list-style-type: none"> For the development of new facilities/services much of the benefit will be gained by future communities therefore any expenditure will be funded over the period of benefit

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	0%
User Fees	10 – 20%	0%
Borrowing	0%	0 – 100%
Special funds	0%	0 – 30%
Other	0%	0%
Targeted rates	0%	0%
General rates	80 – 90%	0%
<ul style="list-style-type: none"> • balance of funds required. 		

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> • Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represents a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met 	<ul style="list-style-type: none"> • Represents a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met • Capital programme represents a future decline in service potential cost to be met
ECONOMIC	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • Use of special funds mean there is an opportunity cost, i.e. those funds will not be available for future use. Alternative sources of funding will be required for future projects.
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.24] swimming baths

*This activity is reported on the **community facilities and events** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓✓
Outcome Five	SAFETY	A District that is a safe place to live	✓✓
Outcome Six	IDENTITY	A "happening" district with a strong community spirit and distinctive lifestyle.	✓✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> • Direct to users of the facility • General benefit to the whole district (quality recreational services) 	<ul style="list-style-type: none"> • Immediate 	<ul style="list-style-type: none"> • General decline in service potential (General use of asset) • Increased use 	<ul style="list-style-type: none"> • User charges • General rates • Special Funds 	<ul style="list-style-type: none"> • Split between recoveries direct from users and general rate input for public benefit. • Impact of increased operating costs for new facility 'phased in' and funded from Special Funds.

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Users of the new facilities General benefit to the whole district 	<ul style="list-style-type: none"> Long Term 	<ul style="list-style-type: none"> Increased demand Increased service levels 	<ul style="list-style-type: none"> Special Funds Borrowing Fundraising 	<ul style="list-style-type: none"> For the development of new facilities much of the benefit will be gained by future communities therefore any expenditure will be funded over the period of benefit It is also common for facilities of this type to be developed using fundraising to raise a large portion of the up-front costs.

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	0%
User Fees	20 – 30%	0%
Borrowing <ul style="list-style-type: none"> repaid from user fees and rates 	0%	0 – 100%
Special funds	0 – 20%	0 – 30%
Other <ul style="list-style-type: none"> donations 	0%	0 – 50%
Targeted rates	0%	0%
General rates <ul style="list-style-type: none"> balance of funds required. 	70 – 80%	0%

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> • Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represents a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met 	<ul style="list-style-type: none"> • Represents a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met • Capital programme represents a future decline in service potential cost to be met
ECONOMIC	<ul style="list-style-type: none"> • User fees may act as disincentive to using the services 	<ul style="list-style-type: none"> • Use of special funds mean there is an opportunity cost, i.e. those funds will not be available for future use. Alternative sources of funding will be required for future projects. • User fees may act as disincentive to using the services
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.25] cemeteries

This activity is reported on the **community facilities and events** group in the long term plan.

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓
Outcome Six	IDENTITY	A “happening” district with a strong community spirit and distinctive lifestyle.	✓✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> • Direct to users of the facility • General benefit to the whole district (quality services) 	<ul style="list-style-type: none"> • Immediate 	<ul style="list-style-type: none"> • General decline in service potential (General use of asset) • Increased use • Statutory responsibility 	<ul style="list-style-type: none"> • General rates • User fees 	<ul style="list-style-type: none"> • Recovery by way of fees for direct benefit • To a large extent a non-exclusive service – funded from general rates.

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> • Users of the new facilities • General benefit to the whole district 	<ul style="list-style-type: none"> • Long Term 	<ul style="list-style-type: none"> • Increased demand • Increased service levels 	<ul style="list-style-type: none"> • Special Funds • Borrowing 	<ul style="list-style-type: none"> • For the development of new facilities much of the benefit will be gained by future communities therefore any expenditure will be funded over the period of benefit

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	0%
User Fees	30 – 40%	0%
Borrowing	0%	0 – 100%
• repaid from user fees and rates		
Special funds	0%	0 – 100%
Other	0%	0%
Targeted rates	0%	0%
General rates	60 - 70%	0%
• balance of funds required.		

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
• minor additional costs of planning and reporting on a separate basis	• Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represent a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met 	<ul style="list-style-type: none"> • Represent a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met • Capital programme represents a future decline in service potential cost to be met
ECONOMIC	<ul style="list-style-type: none"> • User fees may act as disincentive for use of the service in favour of cremation. 	<ul style="list-style-type: none"> • Use of special funds mean there is an opportunity cost, i.e. those funds will not be available for future use. Alternative sources of funding will be required for future projects. • User fees may act as disincentive for use of the service in favour of cremation
ENVIRONMENTAL	• n/a	• n/a
CULTURAL	• n/a	• n/a

[1.26] civic centre

*This activity is reported on the **community facilities and events** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓✓
Outcome Six	IDENTITY	A "happening" district with a strong community spirit and distinctive lifestyle.	✓✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Direct to users of the facility General benefit to the whole district (quality recreational services) 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> General decline in service potential (General use of asset) Increased use Emergency re-instatement 	<ul style="list-style-type: none"> User charges General rates 	<ul style="list-style-type: none"> Split between recoveries direct from users and general rate input for public benefit.

[2] capital expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Users of the new facilities General benefit to the whole district 	<ul style="list-style-type: none"> Long Term 	<ul style="list-style-type: none"> Increased demand Increased service levels 	<ul style="list-style-type: none"> Special Funds Borrowing 	<ul style="list-style-type: none"> For the development of new facilities much of the benefit will be gained by future communities therefore any expenditure will be funded over the period of benefit

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	0%
User Fees	20 – 30%	0%
Borrowing	0%	0 – 100%
• repaid from user fees and rates		
Special funds	0%	0 – 100%
Other	0%	0%
Targeted rates	0%	0%
General rates	70 – 80%	0%
• balance of funds required.		

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
• minor additional costs of planning and reporting on a separate basis	• Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represent a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met 	<ul style="list-style-type: none"> • Represent a significant cost to be met by the ratepayer • Capital programme represents an increased maintenance cost to be met • Capital programme represents a future decline in service potential cost to be met
ECONOMIC	• n/a	• Use of special funds mean there is an opportunity cost, i.e. those funds will not be available for future use. Alternative sources of funding will be required for future projects.
ENVIRONMENTAL	• n/a	• n/a
CULTURAL	• n/a	• n/a

[1.27] events and recreation management

*This activity is reported on the **community facilities and events** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓
Outcome Six	IDENTITY	A “happening” district with a strong community spirit and distinctive lifestyle.	✓✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> Those who interact with the events/services offered General benefit to the whole district 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> Desires of the community Increased demand 	<ul style="list-style-type: none"> General rates Subsidies/Donations Special funds 	<ul style="list-style-type: none"> Mostly a non-exclusive service – funded from general rates. Contributions to other events/organisations may be funded from special funds set aside.

[2] capital expenditure

n/a

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0 – 10%	-
User Fees	0%	-
Borrowing	0%	-
Special funds	0 – 10%	-
Other	0%	-
Targeted rates	0%	-
General rates	80 – 100%	-

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> • Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represents a cost to be met by the ratepayer 	<ul style="list-style-type: none"> • Represents a cost to be met by the ratepayer •
ECONOMIC	<ul style="list-style-type: none"> • Targeted rate against commercial and recreational sectors may act as disincentive to business development 	<ul style="list-style-type: none"> • Use of special funds mean there is an opportunity cost, i.e. those funds will not be available for future use. Alternative sources of funding will be required for future projects. • Targeted rate against commercial and recreational sectors may act as disincentive to business development
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.28] council

*This activity is reported on the **democracy and administration** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓
Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓
Outcome Four	EDUCATION	A district that values and supports learning with accessible, relevant education and training opportunities	✓
Outcome Five	SAFETY	A District that is a safe place to live	✓
Outcome Six	IDENTITY	A “happening” district with a strong community spirit and distinctive lifestyle.	✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> The benefits apply to the community as a whole as governance benefit individuals and properties throughout the District 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> Statutory responsibility 	<ul style="list-style-type: none"> General rates 	<ul style="list-style-type: none"> Non-exclusive service –funded from general rates.

[2] capital expenditure

n/a

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	-
User Fees	0%	-
Borrowing	0%	-
Special funds	0%	-
Other	0%	-
Targeted rates	0%	-
General rates	100%	-

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> • Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represents a significant cost to be met by the ratepayer 	<ul style="list-style-type: none"> • Represents a significant cost to be met by the ratepayer
ECONOMIC	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.29] consultation

*This activity is reported on the **democracy and administration** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓
Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓
Outcome Four	EDUCATION	A district that values and supports learning with accessible, relevant education and training opportunities	✓
Outcome Five	SAFETY	A District that is a safe place to live	✓
Outcome Six	IDENTITY	A “happening” district with a strong community spirit and distinctive lifestyle.	✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> The benefits apply to the community as a whole as decisions affect individuals and properties throughout the District 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> Statutory responsibility 	<ul style="list-style-type: none"> General rates 	<ul style="list-style-type: none"> Non-exclusive service –funded from general rates.

[2] capital expenditure

n/a

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	-
User Fees	0%	-
Borrowing	0%	-
Special funds	0%	-
Other	0%	-
Targeted rates	0%	-
General rates	100%	-

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> • Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represent a significant cost to be met by the ratepayer 	<ul style="list-style-type: none"> • Represent a significant cost to be met by the ratepayer
ECONOMIC	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.30] access to official information

*This activity is reported on the **democracy and administration** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓✓
✓✓	Outcome the activity primarily contributes to		
✓	Other outcome the activity contributes to		

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> • Direct benefit to those requesting information for specific purposes • General benefit shared by all by having equal access to requesting official information 	<ul style="list-style-type: none"> • Immediate 	<ul style="list-style-type: none"> • Public demand • Statutory responsibility 	<ul style="list-style-type: none"> • User fees • General rates 	<ul style="list-style-type: none"> • User fees recovered where applicable • public goods/Non-exclusive service –funded from general rates.

[2] capital expenditure

n/a

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	-
User Fees	60 – 70%	-
Borrowing	0%	-
Special funds	0%	-
Other	0%	-
Targeted rates	0%	-
General rates	30 – 40%	-
<ul style="list-style-type: none"> • balance of funds required. 		

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
<ul style="list-style-type: none"> • minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> • Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> • Represent a cost to be met by the ratepayer 	<ul style="list-style-type: none"> • Represent a cost to be met by the ratepayer
ECONOMIC	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
ENVIRONMENTAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a
CULTURAL	<ul style="list-style-type: none"> • n/a 	<ul style="list-style-type: none"> • n/a

[1.31] council administration

This activity is reported on the **democracy and administration** group in the long term plan.

[a] community outcomes to which this activity primarily contribute

Outcome One	ENVIRONMENT	That the distinctive character of the environment is appreciated and retained	✓
Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓
Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓
Outcome Four	EDUCATION	A district that values and supports learning with accessible, relevant education and training opportunities	✓
Outcome Five	SAFETY	A District that is a safe place to live	✓
Outcome Six	IDENTITY	A “happening” district with a strong community spirit and distinctive lifestyle.	✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> The benefits apply to the community as a whole as the administration serves individuals and properties throughout the District 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> Statutory responsibility 	<ul style="list-style-type: none"> User fees Internal recoveries 	<ul style="list-style-type: none"> Recover user fees where service provided directly benefits a private party. Balance non-exclusive service –recovered from external activities

[2] capital expenditure

n/a

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0%	-
User Fees	10 – 20%	-
Borrowing	0%	-
Special funds	0%	-
Other	80 – 90%	-
• Internal recoveries		
Targeted rates	0%	-
General rates	0%	-

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
• minor additional costs of planning and reporting on a separate basis	• Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	• Represent a significant cost to be met by the ratepayer (indirectly)	• Represent a significant cost to be met by the ratepayer (indirectly)
ECONOMIC	• n/a	• n/a
ENVIRONMENTAL	• n/a	• n/a
CULTURAL	• n/a	• n/a

[1.32] economic development, marketing & youth development

*This activity is reported on the **democracy and administration** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome Two	ECONOMY	A thriving, resilient and innovative economy creating opportunities for growth and employment	✓✓
Outcome Six	IDENTITY	A "happening" district with a strong community spirit and distinctive lifestyle.	✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> • Specific benefit to business by promoting the district • The benefits apply to the community as a whole as positive development will effect entire district. 	<ul style="list-style-type: none"> • Immediate – long term • The benefits can potentially extend well beyond the period that the expenditure is incurred. 	<ul style="list-style-type: none"> • Council strategies to work in line with other district and regional agencies 	<ul style="list-style-type: none"> • Subsidies/grants • Special funds • Targeted rates • General rates 	<ul style="list-style-type: none"> • targeted rate used to fund specific District promotion and recovered from those sectors that receive majority of benefit • special funds set aside for economic development available - intergenerational • Grants/subsidies drawn down wherever feasible/cost effective • Portion funded from general rates

[2] capital expenditure

n/a

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	0 – 20%	-
User Fees	0%	-
Borrowing	0%	-
Special funds	10 - 30%	-
Other	0%	-
Targeted rates	60 – 70%	-
General rates	10 – 30%	-
<ul style="list-style-type: none"> balance of funds required. 		

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
<ul style="list-style-type: none"> minor additional costs of planning and reporting on a separate basis 	<ul style="list-style-type: none"> Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	<ul style="list-style-type: none"> Represent a cost to be met by the ratepayer 	<ul style="list-style-type: none"> Represent a cost to be met by the ratepayer
ECONOMIC	<ul style="list-style-type: none"> Funds contributed by present community may not have immediate effect. 	<ul style="list-style-type: none"> Use of special funds mean there is an opportunity cost, i.e. those funds will not be available for future use. Alternative sources of funding will be required for future projects.
ENVIRONMENTAL	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> n/a
CULTURAL	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> n/a

[1.33] co-operation with external service providers/community safety projects and restorative justice

*This activity is reported on the **liaison with other agencies** group in the long term plan.*

[a] community outcomes to which this activity primarily contribute

Outcome Three	HEALTH	Healthy communities with access to quality facilities and services	✓✓
Outcome Four	EDUCATION	A district that values and supports learning with accessible, relevant education and training opportunities	✓✓
Outcome Five	SAFETY	A District that is a safe place to live	✓✓

✓✓	Outcome the activity primarily contributes to
✓	Other outcome the activity contributes to

[b] assessment of funding needs

[1] operational expenditure

WHO BENEFITS	PERIOD OF BENEFIT	WHOSE ACTIONS/INACTIONS CREATE A NEED	FUNDING SOURCES	RATIONALE
<ul style="list-style-type: none"> The benefits apply to the community as Council acts as the agency to achieve the specific outcomes to benefit the whole District 	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> Subsidies/grants General rates 	<ul style="list-style-type: none"> Grants/subsidies drawn down wherever feasible/cost effective Balance funded from general rates.

[2] capital expenditure

n/a

[c] funding summary

Source of funds	Level of funding	
	Operational expenditure	Capital expenditure
Subsidies	40 - 70%	-
User Fees	0%	-
Borrowing	0%	-
Special funds	0%	-
Other	0%	-
Targeted rates	0%	-
General rates • balance of funds required.	30 – 60%	-

[d] costs and benefits funding the activity distinctly from other activities.

Costs	Benefits
• minor additional costs of planning and reporting on a separate basis	• Accountability

[e] impact of any allocation of liability for revenue needs on the current and future wellbeings

WELLBEING	CURRENT	FUTURE
SOCIAL	• Represent a cost to be met by the ratepayer	• Represent a cost to be met by the ratepayer
ECONOMIC	• n/a	• n/a
ENVIRONMENTAL	• n/a	• n/a
CULTURAL	• n/a	• n/a

[2] rating policy

[2.1] rate remission policy 1 – rating of community, sporting and other organisations

[a] objectives of the policy

- To facilitate the ongoing provision of non-commercial (non-business) community services that meet the needs of Grey District residents.
- To facilitate the ongoing provision of non-commercial (non-business) recreational opportunities for Grey District residents.
- To assist the organisation's survival; and
- To make membership of the organisation more accessible to the general public, particularly disadvantaged groups. These include children, youth, young families, aged people and economically disadvantaged people.

[b] conditions and criteria

The Council shall remit rates where the application meets the following criteria:

- The policy will apply to land owned by the Council or owned and occupied by a charitable organisation, which is used exclusively or principally for sporting, recreation or community purposes.
- The policy will not apply to organisations operated for private pecuniary profit, or which charge commercial tuition fees.
- The policy will not apply to groups or organisations whose primary purpose is to address the needs of adult members (over 18 years) for entertainment or social interaction, or who engage in recreational, sporting or community services as a secondary purpose only.
- An application for a new rate remission must be made to the Council prior to 1 June for the following rating year. Organisations with an existing remission will have the remission carried forward unless Council advises the organisation before 31 May that they need to re-apply. Council can request documents as outlined under the under mentioned conditions from organisations receiving a remission in subsequent years.
- Organisations making an application should include the following documents in support of their application:
 - statement of objectives;
 - full financial accounts;
 - information on activities and programmes;
 - details of membership or clients.

A 50% or 100% remission is available on General Rates, determined on eligibility under above criteria.

The policy shall apply to such organisations as approved by the Council as meeting the relevant criteria. The Council may delegate the authority to make such approvals to the Manager, Finance & Information Technology.

Remissions granted will apply to general rates and the uniform annual general charge. No remission will be granted on targeted rates for water supply, sewage disposal or refuse collection.

[2.2] rate remission policy 2 – remission of penalties and small balances

[a] objective of the policy

The objective of the remission policy is to enable the Council to act fairly and reasonably in its consideration of rates which have not been received by the Council by the penalty date due to circumstances outside the ratepayers' control.

[b] conditions and criteria

The Council shall remit the penalty rates where the application meets the following criteria:-

- Automatic remission of the penalties incurred on instalment one will be made where the ratepayer pays the total amount due for the year on or before the penalty date of the second instalment.
- Remission of one penalty will be considered in any one rating year where payment has been late due to significant family disruption. Remission will be considered in the case of death, illness, or accident of a family member as at the due date.
- The ratepayer is a beneficiary, earns a low income, or has recently been made redundant or unemployed, is without substantial other income and has exhausted other avenues of relief, and where the ratepayer makes acceptable arrangements for the payment of future rates.
- There are extenuating circumstances, e.g. loss of records by fire or theft.
- The ratepayer had paid after the penalty date but has not previously incurred a penalty for late payment. (Limited to one penalty per property only).
- The ratepayer has completed purchase of the property concerned but has not received notice of instalment of rates, e.g. in the case of a cross lease or subdivision in progress where the rates notices continue to be sent to the previous owner until the end of the financial year, resulting in the new owner(s) incurring penalties.
- The ratepayer is no longer able to manage his/her own affairs because of age and/or health issues and another person has assumed responsibility for the payment of accounts (limited to one application per ratepayer).
- The ratepayer has contacted Council prior to a penalty date to advise that he/she would not have funds available to pay the instalment charge until after the penalty date, as long as payment is then completed within fourteen (14) days of the penalty date. (Limited to one penalty only).

- Where there is a small balance overdue, which is uneconomically small to collect. This may be written off in line with other Council procedures and accordingly penalties will not be applied. (less than \$10)
- Where the circumstances are such that to not remit some or all of the penalties would be unfair or unreasonable and inconsistent when compared to the criteria in (1 – 8) above.

[c] delegation of decision making

Decisions on remission of penalties will be delegated to the Manager, Finance and Information Technology.

[2.3] rate remission policy 3 – remission of some uniform annual general charges on rating units

[a] objective of the policy

This policy will apply to rating units which are:-

- Used for residential purposes and which include a separately inhabited part occupied by a dependent member of the family of the owner of the rating unit.

The policy is to provide for the possibility of rates remission where more than one uniform annual general charge is assessed on a rating unit because that rating unit comprises more than one separately used or inhabited part and where the rating unit is used for residential purposes and includes a separately inhabited part occupied by a dependant member of the family of the owner of the rating unit.

[b] conditions and criteria

The Council may remit the specified rates where the application meets the following criteria:-

- The rating units must be used as the owner's residence but also contain a minor flat or other residential accommodation unit which is inhabited by a member of the owner's family who is dependent on the owner for financial support (e.g. a granny flat).
- The owner(s) of the rating unit must complete and provide to the Council a statutory declaration stating that these conditions above apply. Such a declaration will be effective for three years or until the conditions cease to be met, whichever is earlier. A fresh declaration must be completed and provided in order to qualify for consideration for remission beyond the first three year period.

The rates which may be remitted are as follows:-

- Any uniform annual general charge assessment in respect of the rating unit, apart from the first of each.

[c] delegation of decision making

The Manager, Finance and Information Technology will be delegated authority to consider applications for the remission of any rates in terms of this policy and, if appropriate, to approve or decline them.

[2.4] rate remission policy 4 – remission of excess water rates

[a] objective of policy

To standardise procedures to assist ratepayers who have excess metered water rates due to a fault (leak) in the internal reticulation serving their rating unit.

[b] conditions and criteria

The Council shall remit the excess water rates where the application meets the following criteria:-

- The policy will apply to applications from ratepayers who have excess metered water rates due to a fault(s) in the internal reticulation.
- That all applicants are requested to submit their application in writing.
- That proof of the repairs to the internal reticulation be submitted for verification (i.e. plumber's repair account).
- That the ratepayer be charged the full charge for normal consumption.
- That the excess consumption be charged at the cost price of the water to Council.
- That the balance of the account being the difference to be remitted.
- That the ratepayer be offered the opportunity to pay the account off by instalments where the amount is still excessive.

NOTE: If Council are the ones to notify the ratepayer of a suspected leak and it is not fixed within two weeks there will be no remission for the ratepayer.

[c] delegation of decision making

The Manager, Finance and Information Technology will be delegated authority to consider applications for remission of excess water rates and, if appropriate, approve or decline them.

This policy must be consistent with Council's water supply bylaw.

[2.5] rate remission policy 5 – school sewerage charges

[a] objective of this policy

To provide relief and assistance to educational establishments as defined in the Rating Powers (Special Provision for Certain Rates for Educational Establishments) Amendments Act 2001 in paying sewerage charges.

[b] conditions and criteria

The Policy will apply to the following educational establishments:-

- established as a special school under section 98(1) of the Education Act 1964: or defined as :-
- a state school under section 2(1) of the Education Act 1989; or

- an integrated school under section 2(1) of the Private Schools Conditional Integrated Act 1975; or
- a special institution under section 92(1) of the Education Act 1989; or
- an early childhood centre under section 308(1) of the Education Act 1989, but excluding any early childhood centre operated for profit.

The sewerage rate for each educational institution in any one year will be a quarter of the full residential charge for each toilet.

The policy does not apply to school houses.

The sewerage rate for each educational institution in any one year will be the lesser of the amounts calculated under this policy and that that would have been applied outside of this policy.

The amount to be remitted is the difference between the amount calculated and the amount that would have applied had the rating unit not been used by an educational institution.

[2.6] rate remission policy 6 – rates on gdc owned and/or occupied land

[a] objective of policy

To account for the rates that are liable for payment by the Grey District Council.

[b] conditions and criteria

This policy applies only to rating units for which the Grey District Council is liable for the payment of rates under the Local Government (Rating) Act, 2002.

Amount remitted - Council can decide to remit all or part of the annual levy struck for all or some of such rating units.

[c] delegation of decision making

N/A

[d] review process

The policy will be reviewed annually as part of the Annual Plan process.

[2.7] rate remission policy 7 - land affected by natural calamity

This remission applies to owners where they meet the following objectives and criteria.

[a] objectives of the policy

To assist ratepayers experiencing extreme financial hardship due to a natural calamity that affects their ability to pay rates.

[b] conditions and criteria

Remissions approved under this policy do not set a precedent and will be applied only for each specific event and only to properties affected by the event.

The Council may remit all or part or any rate on any rating unit where the application meets the following criteria:

- Where erosion, subsidence, submersion or other natural calamity has affected the use or occupation of a rating unit, and
- It is applicable for each single event and does not apply to erosion, subsidence etc... that may have occurred without a recognised major event, and
- Where the Government has established a reimbursement scheme for rates remitted in respect of such properties, and
- The Council can set additional criteria for each event. This is because the criteria may change depending on the nature and severity of the event and available funding at the time. The Council may require financial or other records to be provided as part of the remission approval process.

[c] delegation of decision making

In the event of a natural calamity meeting these criteria, Council will delegate authority to a sub-committee made up of at least one elected representative and one staff member.

[2.8] policy for early payment of rates in the current financial year (discount policy)

[a] objective of policy

To provide a consistent and fair basis for the application of discount for the early payment of rates in the current financial year.

[b] conditions and criteria

Ratepayers receive a discount if all due rates are paid in full, together with any outstanding prior years' rates and penalties by the end of business on the due date for payment of the first instalment in the current year (in accordance with s55 of the Local Government (Rating) Act 2002).

The amount of the discount will be advised in the Annual Plan each year.

[c] delegation of decision making

Decisions relating to whether a ratepayer qualified for a discount for early payment of rates will be delegated to the Manager Finance and Information Technology, who will act in accordance with the relevant Council resolution.

[d] review process

- The discount rate will be reviewed annually taking into consideration current borrowing interest rates and will be calculated to be fiscally neutral.
- The overall discount policy will be reviewed as required, but not more often than annually.

[2.9] collection of unpaid rates

[a] objective of this policy

Council will endeavour to recover any unpaid rates and penalties and subsequent collection costs through the provisions of the Local Government (Rating) Act 2002.

[b] conditions and criteria

Where it is deemed uneconomic to continue with recovery, an alternative outcome will be decided by Council.

[c] delegation of decision making

The Manager of Finance and Information Technology will seek alternative outcomes on small balances (less than \$1,000.00 total outstanding rates and penalties).

[3] policy on remission/postponement of rates on maori freehold land

[3.1] outcome

This policy is prepared under Section 102(4) (f) of the Local Government Act 2002

“Maori Freehold Land” is defined in section 5 of the Local Government (Rating) Act 2002 as “land whose beneficial ownership has been determined by the Maori Land Court by Freehold Order”. Only land that is the subject of such an order may qualify for remission under this policy.

This policy aims to:

- Ensure the fair and equitable collection of rates from all sectors of the community recognising that certain Maori owned lands have particular conditions, features, ownership structures, or other circumstances that make it appropriate to provide relief from rates.
- Implement a policy for providing rate relief on Maori land pursuant to Section 108 of the Local Government Act.

The objectives of this policy are set out in Schedule 11 of the Local Government Act 2002:

- Supporting the use of the land by the owners for traditional purposes;
- Recognising and supporting the relationship of Maori and their culture and traditions with their ancestral lands;
- Avoiding further alienation of Maori Freehold Land;
- Facilitating any wish of the owners to develop the land for economic use;
- Recognising and taking account of the presence of waahi tapu that may affect the use of the land for other purposes;
- Recognising and taking account of the importance of the land in providing economic and infrastructure support for marae and associated papakainga housing (whether on the land or elsewhere);
- Recognising and taking account of the importance of the land for community goals relating to: the preservation of the natural character of the coastal environment, the protection of outstanding natural features, and the protection of significant indigenous vegetation and significant habitats of indigenous fauna;
- Recognising the level of community services provided to the land and its occupiers;
- Recognising matters relating to the physical accessibility of the land.

[3.2] policy

Given the fact that there is no land in the Grey District that meets the description Maori freehold land as described above, Council will not develop any formal policies in this regard and will do so only if this situation changes.

[3.3] policy review

This policy will be reviewed annually. Should the need for a formal set of policies per Section 102 (4)(f) of the Local Government Act 2002 arise, the focus of Council will be to what extent the remission and postponement policies developed under the Local Government (Rating) Act 2002 can be applied.

[4] investment policy

[4.1] objective

This policy seeks to achieve the following:

- Optimise investment returns while balancing risk and return considerations.
- Ensure that investments are liquid and sufficiently flexible.
- Diversify the mix of financial investments.
- Managing potential capital losses as a result of interest rate movements.
- Providing for termination of investments before maturity if deemed necessary.

In its role as a local authority, Council recognises that any investments it holds should be low risk, giving preference to conservative investment policies and avoiding speculative instruments. It therefore is accepted that lower risk generally means lower returns. In its financial investment activity, the primary objective is the protection of the investment capital and to minimise the risk of any loss. Accordingly, only creditworthy counterparties are acceptable (refer [4.7] financial investments)

Any new investments are approved by the appropriate delegated authority.

[4.2] investment mix

Council maintains investments in the following financial assets:

- Equity investments
- Loan advances
- Property investments, including land holdings.
- Financial investments.

[4.3] equity investments

Council has equity investments in Civic Assurance Limited and, at the time of drafting this document, is in the process of setting up the Port Westland Limited, in which it will be the sole shareholder.

[1] civic assurance limited

The shares were acquired by virtue of Council being a local authority. The shares are not readily transferable.

[2] Disposition of Revenue

Revenue earned from the shares is minimal. Any sale requires Council approval. Any disposition will be realised in a managed form and proceeds are taken to general funds.

[3] Risk Management

The investment will be managed by reviewing annually the performance, and the consideration of the Statement of Intent.

[4] Management Reporting and Procedures

Annual Reports are received and reviewed by Council. Election of directors takes place at the AGM held at the Local Government New Zealand annual conference. The Council votes by proxy.

[5] Specific Policy

Council reviews its commitment to the scheme on an annual basis based on the Annual Report of the company. As a member, Council gets to vote on the directorships involved.

Notwithstanding unforeseen circumstances, Council will continue to hold its shares in Civic Assurance Ltd for the duration of this plan.

[4.4] property investments, including land holdings

Council owns property, i.e. land holdings and buildings, only insofar as it is necessary to do so in order to achieve its strategic objectives. The benefits of continued ownership, vis-à-vis other investment vehicles is reviewed regularly. The basis for the review is the most financially viable method of delivery of Council services.

Any new acquisitions require Council resolution.

[a] commercial and non operational property

[1] Nature of Investment/Rationale for Holding

Council holds a number of commercial properties; including property intended for resale, property used by the port, other property held for strategic purposes, plus other properties that were acquired through amalgamation.

[2] Disposition of Revenue

- Net income/proceeds will be first applied to any outstanding monies owed against the property.

- Net income is used as a source of operating revenue for the 'Property & Housing' activity.
- Net proceeds from sales are transferred to special funds

[3] Risk Management

N/A

[4] Management Reporting and Procedures

The Manager, Support Services will review the performance of the property investments and make any recommendations of disposal to the property sub-committee. Financial performance will be reported via the Annual Report.

[b] residential property

[1] Nature of Investment/Rationale for Holding

Council holds a number of residential leasehold properties and endowment land, from the time of amalgamation in 1989. These are freeholded, subject to Council policy, at the resident's request.

[2] Disposition of Revenue

- Net income from endowment land is used to fund present port operations, or set aside in a special fund for future port related expenditure.
- Net income from other residential leases is used as a source of operating revenue for the 'Property & Housing' activity.
- Net proceeds from freeholdings are transferred to special funds

[3] Risk Management

N/A

[4] Management Reporting and Procedures

Via the Annual Report.

[c] retirement housing

[1] Nature of Investment/Rationale for Holding

Council owns a number of retirement housing properties, necessary for achieving the outcomes of the Long Term Community Outcomes Plan.

[2] Disposition of Revenue

Net income from retirement housing is used for a combination of purposes to:

- retire long-term debt
- set aside for future maintenance/renewals
- offset against the general rate

[3] Risk Management

N/A

[4] Management Reporting and Procedures

Via the Annual Report.

[4.5] financial investments

Council's primary objective when investing is the protection of its investment, and therefore only creditworthy counterparties are acceptable (refer table below).

[1] Nature of Investment/Rationale for Holding

Financial investments are held for the following reasons:

- To invest proceeds from the sale of assets.
- To invest funds held as 'Special Funds' for specific purposes.
- To invest amounts allocated for approved future expenditure.
- To invest surplus cash and working capital.

[2] Disposition of Revenue

All dividends and interest income will be shown in the considered revenue account.

[3] Risk Management

Council ensures prudence by applying the following principles:

Institution	Minimum S&P Credit Rating	Total Exposure Limit for each Counter-party	Portfolio Limit (% of Total Portfolio)
Government <ul style="list-style-type: none"> • Treasury Bills • Government Stocks 	N/A	Unlimited	100%
Local Authorities (on balance sheet exposures only)	N/A	\$2 million	100%
Registered Bank <ul style="list-style-type: none"> • Call & Term Deposits • Registered certificates of deposit • Bank Bills - On balance sheet exposures - Off balance sheet exposures 	AA- AA-	\$10 million \$10 million	80%
Building Societies registered in New Zealand <ul style="list-style-type: none"> • on balance sheet exposures only • Call & Term Deposits • maximum maturity of 6 months 	Not Applicable	The lesser of: \$2.0 million or a maximum of 4% of total assets of Society.	25%
Strongly Rated Corporates and SOEs (on balance sheet exposures only) <ul style="list-style-type: none"> • Corporate bonds • Promissory notes 	AA-	\$1 million	40%

If any counter-party's credit rating falls below the minimum specified in the above table then immediate steps are taken to reduce the credit exposure to that counter-party to zero.

Exposures to each counter-party are computed as follows:

- On-balance sheet
 - Total amounts invested with that counter-party.
- Off- balance sheet
 - Credit exposure on interest rate contracts computed by multiplying face value of outstanding transactions by an interest rate movement factor of 5%.
 - Credit exposure on foreign exchange contracts computed by multiplying face value of outstanding transactions by an exchange rate movement factor of 10% for contracts up to one year maturity, and 20% for contracts greater than a year.

Interest Rate Risk Management

- Council's investments give rise to a direct exposure to a change in interest rates, impacting the return and capital value of its investments. The risk is managed by:
 - Up to \$2 million will be held in short-term deposits (on call)
 - The balance will be fixed through physical investment instruments (e.g. term deposits)
 - A range of maturity dates, with at least 30% of total investments with a maturity of less than one year
- Any change to this management will require approval from the Audit Sub Committee and Council resolution.

[4] Management Reporting and Procedures

Reports are presented to Council each month as part of the financial report. The policy is reviewed annually as part of the Annual Plan process.

[5] Specific Policies

New investments are approved by the Manager, Finance and Information Technology.

[5] liability management policy

[5.1] objective

This policy aims to achieve the following:

- To maintain Council's borrowing on a prudent level.
- Borrowing must provide a basis for inter-generational equity.
- Risk must be minimised.

[5.2] principles

- In evaluating any new or renewal borrowing, Council will take the following into consideration:
 - The size and economic life of the project to be funded.
 - The impact of the new debt on borrowing limits.
- When raising new Council-approved borrowing, the following must be taken into account:
 - Relevant margins under each borrowing source.
 - Council's overall debt maturity profiles to avoid concentration of debt at roll-over time.
 - Prevailing interest rates relative to term for both stock issuance and bank borrowing given good external advice on potential future interest rate movements.
 - Available term from bank and stock issuance.
 - Legal documentation and financial covenants.

[5.3] interest rate exposure

Council's borrowing gives rise to a direct exposure to interest rate movements. Given the long-term nature of Council's assets, intergenerational factors and Council's preference to avoid an adverse impact on rates, there is a general tendency to have a high percentage of long-term fixed rate or hedged borrowing. The mix between floating and fixed rate debts will be determined according to market conditions. Based on advice and internal market movement monitoring, debt with a floating rate profile in excess of 40% of debt will require a formal Council sanction.

Debt maturities will be spread to ensure that no more than the greater of \$10,000,000 or 40% of total borrowing is subject to re-financing every year.

[5.4] liquidity

To minimise the risk of large concentrations of debt maturing or being reissued in periods where credit margins are high for reasons within or beyond Council's control, Council ensures debt is spread over a band of maturities and ensures that:

- Where practicable, no more than 40% or \$10 million (whichever is the greater figure) of total borrowing is subject to refinancing in any financial year. Total borrowing includes any forecast borrowing.

Liquidity risk may result in Council not being able to meet its day-to-day commitments, including debt maturities. This is not seen to be a major issue except in the event of a major disruption to the financial markets or a natural disaster affecting Council's day-to-day revenues. As a safeguard, the following guidelines will apply –

- Maintain a Quick Asset Ratio for each of the subsequent months of at least 1:1.
- Maintain a Disaster Recovery Fund (refer Policy on Special Funds)
- Retain membership of the Local Authority Protection Programme (LAPP).
- Debt maturities will be spread to ensure that no more than the greater of \$10,000,000 or 40% of total borrowing is subject to re-financing every year.
- Maintain a bank standby facility at a level that will enable Council to meet its obligations in terms of the Quick Asset Ratio above.

[5.5] credit exposure

Council's ability to readily attract cost effective borrowing is largely driven by:

- ability to maintain a strong balance sheet , and
- ability to rate, and
- manage its image in the market, and
- strong and positive relationship with its banker.

[5.6] debt repayment

Council will repay debt from specific reserves, available bank facilities, or general funds.

[5.7] specific borrowing limits

Council acknowledges the potential implications of risk arising from systemic changes in financial or capital markets. Such changes relate primarily to movements in interest rates. In managing this, Council adheres to the following:

- Total debt will not exceed 20% of total carrying value of assets.
- The gross debt for rateable activities (debt on activities for which the cost of servicing is included in the rating requirement) will not exceed \$3,500 per rateable property.
- Net debt will not exceed 135% of total operating revenue.
- Gross interest paid on term debt will not exceed 15% of total operating revenue.

[5.8] security

Generally, a charge on rates is offered as security. Should any other form of security be required, Council has to formally approve it.

[5.9] internal borrowing

Council uses funds allocated to reserves in a manner that provides Council with the greatest benefit. Where possible, external debt is reduced, thereby effectively reducing net interest cost.

The finance function is responsible for administering Council's internal loan portfolio. Loans are set up within the portfolio based on planned loan funded capital or asset expenditure as approved by Council resolution as part of the Annual Plan and Long Term Community Outcomes Plan process.

The primary objective in funding debt internally is to use specific reserves effectively by establishing an internal loan portfolio that provides funding to internal activity centres. This creates operational efficiencies as savings are created by eliminating the banker's margin that would be owing through Council simultaneously investing and borrowing with the bank. General funds are used for internal borrowing purposes:

The following operational parameters apply to the management of Council's internal loan portfolio:

- A notional internal loan is set up for all new capital or asset expenditure and allocated in the internal loan portfolio to the activity centre incurring the expenditure.
- The term of the loan is limited to a maximum of 25 years and re-priced annually but the term of the loan is no greater than the original purpose of the reserve.
- Instalment amounts are agreed on establishment of the loan and determined on a table mortgage basis.
- The interest rate charged on loan balances is equivalent to the average external cost of raising debt.
- The charges based on the instalment amounts are charged to each activity on an annual basis
- The principal charges go against the outstanding balance.

- The interest charges are allocated equitably across the Special Funds balances.

Finance uses the internal loan portfolio as an input into determining Council's external debt requirements. Where possible, the Council's cash reserves are used to reduce external debt effectively reducing Council's net interest cost.

[6] policy on partnership with the private sector

[6.1] outcome

To provide for clear guidelines for the management of Council's business associations with third parties.

[6.2] policy application

Based on the definition of "Partnership with the Private Sector" per Section 107(2) of the Local Government Act 2002, Council is not involved in any partnerships that involve it and/or another local authority and one or more persons engaged in business for purposes other than a contract for the supply of any goods or services to or on behalf of Council.

[6.3] policy

Given the non-involvement of Council in private-public partnerships, Council will not develop any formal policies in this regard and will only do so once the need arises.

[6.4] policy review

This policy will be reviewed annually. The focus of the review will be on the question as to whether any such associations may become operational in the next 12 months. If the review results in the need for a policy to be developed, it will provide for the following:

[a] when the provision of resources might be considered by the council

- For all types of resources the primary consideration is the ability to demonstrate an expectation that identifiable community outcomes will benefit.
- For all assistance other than grants, the presence of a robust and comprehensive business plan, which clearly details the security being offered to the Council, must be present in any proposal.

[b] what consultation will the council undertake before making a commitment?

- Any significant proposal for a partnership with the private sector must be approved by the Council after the appropriate special consultation procedure.

[c] what conditions will the council impose of any proposal?

- For assistance other than grants, there must be a robust and comprehensive business plan which will demonstrate the self-funding nature of the proposal, with an expectation of a profit position and an exit plan within five years.
- Other than grants, a financial commitment that reaches \$10,000 must be appropriately secured.

[d] how the risks will be managed

- The Council will expect the provision of Audited Annual Reports as well as quarterly financial statements prepared using NZ GAAP.
- Before signing of any proposal, all documents will be examined by appropriate business professionals.
- The Council's Chief Executive Officer will be made responsible for the partnership.

[e] the procedures for monitoring partnership performance and contribution to outcomes

- Every quarter, the available financial statements will be reviewed by a Financial Analyst and the results conveyed to the Chief Executive Officer and the Manager, Finance.
- The partnership will be disclosed in the LTCOP and the Annual Plan.
- The Annual Report will provide monitoring as required under the Local Government Act 2002, covering both specific requirements for measures of outcome achievements and Financial Report Requirements.

[7] policy on development contributions and financial contributions

[7.1] objective

To enable financial contributions to be taken that ensure that developers make a fair contribution to the development of infrastructure and services to support the provision of services as the District develops and to mitigate the economic, environmental and social impacts of additional development in the District.

[7.2] requirement

The Local Government Act 2002 per Sections 102 & 106 requires Council to adopt a policy on development contributions or financial contributions. The following distinction is important:

Financial contributions refer to contributions made effective in terms of the District Plan and mandated by the Resource Management Act (Section 108).

Development contributions refer to contributions promulgated in compliance with the above and Schedule 13 of the Act.

[7.3] policy

Council's policy is to levy financial contributions from developers.

The reasons why Council levies financial contributions and the amounts payable pursuant to Section 108 of the Resource Management Act 1991 are outlined as follows (extracted from Part 3 Section 15 of the District Plan):

15. FINANCIAL CONTRIBUTIONS

15.1 INTRODUCTION

The Resource Management Act 1991 empowers the Council to require a financial contribution as a condition of a resource consent for purposes specified in the document. Financial contributions provide the opportunity to avoid, remedy, mitigate or offset any adverse effects relating to activities. A financial contribution may be in the form of money or land or a combination of them.

15.2 ISSUES

1. The requirement generated by new development to expand or upgrade existing infrastructure and services.
2. The provision of physical resources such as infrastructure needs to be in a fair and equitable manner.

Development can result in a necessity to create or upgrade infrastructure (e.g. roads and reticulation) and other facilities such as reserves in order that adverse effects such as inadequate sewerage disposal or access are avoided, remedied or mitigated. Development can also result in the creation of adverse effects such as noise and visual impact. These adverse effects can be overcome by the imposition of a financial contribution from the developer. Any costs therefore associated with avoiding, remedying or mitigating effects should lie with the developer rather than subsidisation by the community. The Council, however, may decide to encourage development in certain areas through the provision, or assistance with costs, of servicing. This can be viewed as a non-regulatory method of controlling development.

15.3 OBJECTIVE

1. To ensure that the costs of adverse effects arising from subdivision and development is included in the cost to the developer in a fair and equitable manner.

15.4 POLICIES

1. To ensure that the costs of avoiding, remedying and mitigating or offsetting the adverse effects of any activity on the environment including the provision or upgrading of services and infrastructure, are met by developers.
2. To meet increased demand for services and infrastructure arising from the activity and to avoid, mitigate or remedy any adverse effects from new activities through the utilisation of financial contributions.
3. To consider financial incentives in areas where development is to be encouraged, when considering contribution levels.

15.4.1 Explanation and Reasons

Some activities generate adverse effects that are required to be avoided, remedied or mitigated or offset.

Any costs associated with development generally should lie with the developer rather than the community.

New development may generate use of existing services and infrastructure provided by Council which requires them to be upgraded or extended. This includes infrastructure such as roading, water supply, stormwater and services such as reserves and community services. Financial contributions from developers will therefore be directed to the provision and expansion of services where this is attributable to the new development, rather than the ratepayers' subsidising development. Major developments can also lead to a strain on social facilities which may require a contribution.

Financial contributions are also utilised to avoid, mitigate or remedy the adverse effects of activities off-site by, for example, requiring fencing or landscaping to screen an unsightly activity.

The Council however recognises that costs of service provision can be onerous on potential developers. While the Council does not seek to direct development there are areas where the Council is more favourable to development such as that which consolidates development, is in proximity to existing services, and there is a reasonable level of existing services. In these areas the Council will consider not charging the full financial contribution.

15.5 IMPLEMENTATION METHODS

1. Implementation of financial contribution as conditions of resource consents.
2. Development of Draft Growth Strategy.
3. Annual Plan process and Special Consultative Procedure.

15.5.1 Reasons

Financial contributions will be imposed through conditions of resource consents. Council is also undertaking an exercise to identify preferred direction and areas of growth for the urban and township areas which will take into account the availability and capacity of existing services. This will enable Council to prioritise spending requirements on services. The Plan sets out the policies that will be used to determine and require the levels of financial contribution payable on subdivision and development. It is proposed to set relevant figures where available through the Annual Plan and Special Consultative Methods under the Local Government Act. This enables the matter to be dealt with through a public process inviting submission, and also reviewed annually to ensure accurate and up to date figures are used, taking into account the many related issues. It also provides interested parties the ability to submit to Council on a regular basis regarding the quantum of such contributions.

15.6 FINANCIAL CONTRIBUTIONS PURPOSES

A financial contribution may be imposed as a condition of resource consent for the following purposes.

1. To avoid, remedy, or mitigate any identified adverse effects on the environment or natural and physical resources.
2. To ensure a positive effect on the environment to offset adverse effects.

In particular these purposes may include:

15.6.1 Upgrading of Roads

Circumstances and Purposes

- To meet the needs of extra traffic likely to be generated by the land use or subdivision, and to provide for the needs of road users where existing roads are of inadequate capacity and or standard, width, formation or construction to cater for the increased usage caused by the land use or subdivision. Upgrading of roads (including footpaths and street lighting) adjacent to the land use or subdivision may be required.

Maximum Amount

- Fifty percent of the cost of the upgrading works (valued at established market rate) necessary to meet the required standard to make roading suitable for increased traffic including, where appropriate, the cost of forming the road and acquiring and vesting any land as road for widening purposes.
- The full cost of the work required for newly created separate frontages, kerb and channel, berms, footpaths, crossings and street lighting.

15.6.2 Access and New Roads

Circumstances and Purposes

- To provide suitable formed access to the site from a formed road or proposed formed road. Where access cannot be achieved from existing formed roads, new roads may be required.

Maximum Amount

- The full cost of providing suitable formed access to the site. Access to the roads is to be formed in accordance with Appendix 5 Schedule 1- Code of Practice for Subdivision Where one or more new roads are required, the full actual cost of constructing the new road, including the cost of the vesting in the Council of the necessary land for the road. Reciprocal rights of way in residential environmental areas are to be sealed.

15.6.3 Sewerage

Circumstances and Purposes

- To maintain the health and public safety and amenity of inhabitants or occupants and to protect the natural environment from indiscriminate and harmful disposal of sewage where new allotments, sites and buildings are intended for human habitation or occupation.

Maximum Amount

- Where a sewerage system is available and has adequate capacity for meeting the proposed additional sewage, the full actual cost of connecting the allotments or buildings to that sewerage system. When the design capacity of the system is likely to need to be upgraded as a result of the subdivision a contribution towards the upgrading of the system shall be required.
- Where a sewerage system is not available, the full actual cost of disposal, including design and investigation, acquiring sufficient land for on-site disposal and treatment of effluent likely from activities on the site, and the cost of increasing the capacity if necessary, together with the full actual cost of providing sewerage within the subdivision or buildings.

15.6.4 Stormwater

Circumstances and Purposes

- To prevent damage and loss of property and amenity from the indiscriminate and uncontrolled run-off of stormwater where new allotments, roads and/or other impervious surfaces are created by subdivision or land use and create a need for extra stormwater disposal.

Maximum Amount

- Where a piped outfall is available, the full actual cost of reticulation control structures within the subdivision or land use. Where a piped outfall is not available or the capacity of an existing system is inadequate, the full actual cost of providing for the disposal of stormwater and increasing the capacity if necessary, together with the full actual cost of reticulation and control structures within the subdivision or building.

15.6.5 Supply of Water

Circumstances and Purposes

- To provide a supply of potable drinking water for human consumption, (complying with the NZ Standard for Drinking Water) for industrial and commercial activities, or for fire fighting and irrigation where proposed allotments, sites or buildings are intended for human habitation or occupation.

Maximum Amount

- Where a water supply is available and sufficient to meet the needs of the proposed activity, the full actual costs of providing all the necessary reticulation to serve the proposed allotments, sites and buildings.
- Where no supply is available, or the capacity of the supply is inadequate, the full cost of providing a supply and increasing the capacity, if necessary, together with the cost of reticulation within the subdivision or land use.

15.6.6 Earthworks

Circumstances and Purposes

- To provide safe and adequate building areas and road access sewerage disposal and treatment stormwater control, land stability; to enable better utilisation of land, where the subdivision or land use involves re-contouring land to create roading services, site design and building areas; and to ensure that earthworks do not adversely affect significant natural habitats, indigenous vegetation ecosystems, landscapes and natural features.

Maximum Amount

- The full actual cost of carrying out the earthworks to the appropriate standard, retaining significant areas where required. The full actual cost of clearing, cleaning, filling or compacting land in order to mitigate the effects of former activities and make the site suitable for its proposed activity.

15.6.7 Reserve Contributions

Circumstances and Purposes

- A cash contribution for the provision of land for open space in the locality and for recreational facilities and maintenance of recreational facilities and open space. Utilities will only be required to make a contribution in those circumstances when the purpose of the utility, being the purpose for which it was originally built, creates a demand for, or maintenance of, recreational facilities and open space.

Maximum Amount

- Two percent of the value of each additional allotment in a subdivision or, in the case of a subdivision in the Rural or Rural Residential Environmental Area, 2% of the value

of each additional allotment or the value of 4000 square metres of each additional allotment in a subdivision, whichever is the lesser. Allotments has the meaning in Section 218 of the Act and includes those created by cross lease.

15.6.9 Esplanade Reserves and Esplanade Strips

Circumstances and Purposes

1. Esplanade reserves and strips may be set aside if:
 - a) Ecological or natural values would be protected or enhanced.
 - b) Public access would be enhanced having regard to the existing level of access available.
 - c) Recreational use would be protected or enhanced.
 - d) Water quality or aquatic habitat value would be protected or enhanced.
 - e) The land is within a natural hazard area or where there is an identified risk from one or more natural hazards (such as coastal erosion).
 - f) The creation of an esplanade reserve would complete or promote the marginal protection of a river, lake or coastline.
2. The width of an esplanade reserve and strip may be varied from 20 metres or waived if:
 - a) The natural values warrant a wider or narrower esplanade strip or esplanade reserve; or
 - b) Topography, or the siting of any building or other feature, renders the 20-metre width inadequate or excessive; or
 - c) The protection of waahi tapu, mahinga kai and other taonga requires an esplanade reserve or esplanade strip of greater or lesser width than 20 metres; or
 - d) The protection or enhancement of water quality requires an esplanade reserve or esplanade strip of greater or lesser than 20 metres; or
 - e) The land is within a natural hazard area of where there is an identified risk from one or more natural hazards (such as coastal erosion); or
 - f) The costs of the provision and maintenance of a 20 metre wide esplanade reserve or esplanade strip are more than the potential public benefits of the purposes of esplanade reserves or strips; or
 - g) Where the creation of a 20 metre wide esplanade reserve or esplanade strip would create result in risks to public safety or the security of property; or
 - h) There is adequate alternative public access; or
 - i) There is adequate means of protecting water quality and conservation values; or
 - j) There is adequate provision for public recreational use of the area of coast, river or lake in question.

Maximum Amount

- The full actual costs of vesting or contributing a reserve or strip of not greater than 20 metre width (width to be determined in accordance with the esplanade reserve provisions in the section relating to subdivision) including the value of the land or interest in land and the costs of survey and conveyancing.

15.6.10 Protection of Heritage Items

Circumstances and Purposes

- To enable protection of heritage items or Waahi tapu where subdivision and/or land use consent is sought.

Maximum Amount

- The full actual costs of carrying out the protection works.

15.6.11 Off-street Parking

Circumstances and Purposes

- To provide for parking spaces on-site, or in the near vicinity of the site where off-street parking requirements of the Plan cannot be met.

Maximum Amount

- The actual cost of providing 25m² for a carpark calculated at the current market value of the land subject to development. and construction costs required by NZS 4404: 1981. This amount being to a maximum of \$1,500.00 plus GST per carpark.

15.6.12 Development Contributions

Circumstances and Purposes

- While major commercial and industrial activities have the potential to greatly benefit the District, they can also lead to a strain on recreational and social resources. Where a development occurs, an additional contribution over and above that provided for any of the purposes in 15.6.1 - 15.6.11 above may be required where there is a demonstrated need created by the development for recreational and community facilities. The financial contribution upgrading shall only be spent by Council on the provision and development of Council's reserves, recreational facilities and community facilities in an area of locality affected by any such development.

Maximum Amount

- Developments of a value of over \$500,000 shall be subject to a financial contribution of up to 0.5% of the value of the building work. The value of other financial contributions conditional on the development will be considered with regard to the amount of development contribution required. The financial contribution shall be paid at the time of the issue of the building consent.

[7.4] policy review

This policy will be reviewed again by June 2011. The review will specifically consider whether Council will continue using the Resource Management Act (District Plan) for taking contributions or whether a detailed methodology for taking contributions under the Local Government Act 2002 is to be developed. In the review the following requirements of a policy in terms of Section 102 of the Local Government Act 2002 will be provided for:

- A summary of capital expenditure (per the LTCOP) which Council expects to incur to pay for facilities to meet expected growth.
- An indication of what proportion of that expenditure will be funded by -
 - Development contributions.
 - Financial contributions.
 - Other funding.

Together with an explanation per Section 101(3) of the Local Government Act 2002 as to why these sources will be used.

- An identification of each separate activity for which a contribution will be required and the total amount of funding sought by means of contributions.
- Compliance with the provisions of Sections 201 and 202 of the Local Government Act 2002 if development contributions are to be taken.

A summary form, explanation and justification for the calculation methodology, significant assumptions underlying the calculation, including potential effects of possible significant uncertainty, conditions and criteria for remission, postponement or refund/return of land, and the basis on which the value of additional allotments or land is assessed for Section 203(1) of the said Act.

A schedule specifying the development contributions payable, calculated in respect of reserves, network infrastructure, community infrastructure, and the trigger that will give rise to a requirement for a development contribution, be it a resource consent, building consent, service connection authorisation, or otherwise.

If development contributions are taken on a differentiated basis throughout the District, such a schedule will be done for each of those separately specified for each activity, a group of activities for which separate development contributions are required.

In the event of development contributions being required, advice that the methodology of calculation of contributions is open for public inspection.

[8] policy on significance

[8.1] introduction

A Policy determining Council's stance on significance as it impacts on:

- activities
- decision-making
- strategic assets

The Local Government Act 2002 heralds a new philosophy to representative democracy with, as a central consideration, a new framework on consultation and decision-making. The Act provides for a significance judgement to be made in this and the purpose of this policy is to determine the rules and protocols that will apply. The measure of significance will determine the measure of consultation undertaken and the criteria that will be applied in making decisions. This should not be read as decisions on matters on the lower end of the significance continuum to be glanced over without consultation.

In determining the question of significance, the Act defines significant as "having a high degree of importance" in terms of -

- the District's current and future economic, environmental, social, or cultural wellbeing.
- its likely impact on the people who are interested in or affected by the decision.
- the capacity of the Council, also on financial grounds, to implement the decision and carry out its normal role.

It is for Council to decide what high degree of importance means in each instance. This and associated matters are provided for in this policy. The significance issue per the Act is important in respect of -

- activities (Sections 88 & 97)
- decisions (Section 76(3)(b))
- assets (Sections 5 & 97)

Section 90 of the Act requires a local authority to make a policy setting out -

- the authority's general approach to determining significance
- any thresholds, criteria or procedures to determine significance
- strategic assets.

[8.2] general approach to significance of proposals or decisions

Council is committed to deciding this question on a case-by-case basis. Notwithstanding this, Council will afford significance to any proposal or decision based on the following criteria:

- the likely impact/consequences on current and future social, economic, environmental and cultural wellbeing of the community.
- who is likely to be particularly affected by, or interested in, the decision or proposal.
- how the proposal/decision is likely to impact on the affected parties.
- the financial/non-monetary costs and implications having regard to Council's capacity to perform its role.

The above is aimed at ensuring that any matter or decision receives attention and consideration relevant to its importance to the District. The higher the degree of significance, the higher the measure of procedural compliance.

Matters with a significant classification will not be progressed other than in full compliance with Sections 77, 78, 80, 81 and 82 of the Act. Where the power to make decisions has been delegated to officers, Council will ensure that the specific requirements regarding significance are provided for in a positive, responsible manner.

[8.3] thresholds, criteria and procedures to determine significance

Proposals or decisions will be measured according to the following criteria:

Impact On	Significant	Non-Significant
Council direction	Major and long-term	Medium-Low
Current service levels	Major and long-term	Medium-Low
Public and/or public interest	Major and District-wide	Medium-< 40% of District (i.e. number of residents)
Rates	More than 10% of rates	Less than 10% of rates
Council ability	Major and long-term	Medium-Low

Any proposal/decision with significance ratings on more than one impact criteria per the above will have a significant rating for purposes of this policy. However, Council may afford any matter not complying with this criteria significant status based on other considerations it may deem appropriate under the circumstances.

Notwithstanding this, Council considers the following proposals/decisions to be on the higher end of the significance continuum:

- any decision to transfer the ownership or control of a strategic asset to or from the local authority;
- any decision to construct, replace, or abandon a strategic asset;
- any decision to alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the local authority, including a decision to commence or cease any such activity;
- any decision that, directly or indirectly, will affect significantly the capacity of the local authority, or the cost to the local authority, in relation to any activity identified in Grey District Council's Long Term Community Outcomes Plan.

The Local Government Act includes definitions of "activity" and "group of activities". Grey District Council already categorises its activities into Functions, Activities and Reporting components. Grey District Council considers that:

- a group of activities as defined in the Local Government Act is equivalent to a Function.
- an activity as defined in the Local Government Act is equivalent to a Reporting Component.

[8.4] strategic assets

In keeping with Council's Strategic Plan and also the Act definition of "Strategic Asset" the following are seen to be strategic assets for purposes hereof :

- Roading and traffic network, footpaths, streetlights and parking.
- Council's housing portfolio.
- Council's leasehold portfolio.
- Water, treatment, storage and reticulation network.
- Wastewater reticulation and treatment facilities.
- Stormwater network.
- Reserves.
- Public toilets.
- Cemeteries.
- Council's economic development fund.
- Floodwalls.

Council sees the above as classes of assets. Strategic decisions, therefore, only concern the whole asset class rather than individual components unless the component affects the sustainability of the class of assets. Whilst leasehold land is identified as a strategic asset, it is noted that this land is subject to Council's policy of freeholding land to those lessees that elect to do so (including endowment land leases).

Council accepts that some assets do not fit the legal definition of strategic asset but enjoys high community interest. A good example is the Greymouth Library. Council is committed to consult adequately on issues like this. Decisions required may prove to be significant decisions.

[8.5] relevance to other council policies

This policy should be read with Council's Consultation and Decision-making Policies. these are available from Council.

[9] policy on special funds

[9.1] general policy

- Access to special funds can only be achieved in pursuance of this policy.
- Interest earned by special funds will be allocated across all funds on a pro-rata basis at year end.
- Access to special funds will be through the annual plan process. However, Council can, by majority decision, access funds from special funds if :-
 - the expenditure is totally unexpected and could not have been foreseen in the Annual Plan.
 - the expenditure is unavoidable.
 - the expenditure cannot be funded ex savings on the current Annual Plan.
 - the purpose for which funding is sought is not controversial and therefore unlikely to result in public debate.
 - the expenditure will not represent a major departure from the current LTCOP resulting in an audit.
- Where the purpose for which funding is required is likely to be controversial, or where such funding exceeds \$250,000.00, the funding will not become available until Council has consulted the public on the matter and have confirmed the funding after having considered public input received.

The policy may be reviewed at any time but must be reviewed every three years as part of Council's Treasury/Funding Policies.

[9.2] specific fund conditions

Provision is made for five reserve fund groups on the following basis:

- Infrastructural Assets Reserves
- Community Assets Reserves
- General purpose Reserves
- Port Reserves
- Bequests, Grants, etc.
- Operational Reserves

[9.3] infrastructural asset reserves

[a] the infrastructural renewal reserve

[1] history

Two reserve funds, the Infrastructural Development Reserve and the Infrastructural Renewal Reserve have been combined to form this reserve.

[2] purpose

To fund expenditure in connection with deferred maintenance, major maintenance and renewal in respect of roading (including footpaths), sewer, water, stormwater and refuse disposal/removal.

[3] contributions

- Any unspent funding of depreciation of infrastructural assets
- An amount per annum from general rates as determined by Council as part of each year's Annual Plan.

[b] greymouth sewerage fund

[1] history

Beneficiaries under the Greymouth Area Sewerage Scheme have been paying a targeted rate contribution towards the expected cost of upgrade of the scheme since 1 July 1997.

[2] purpose

To fund the Greymouth Area Sewerage Scheme.

[3] contributions¹

Net ratepayer contributions, government grants, and external subsidies

[c] rural sewerage works capital reserve

[1] history

This fund was raised against ratepayers other than Greymouth, Blaketown and Cobden.

[2] purpose

To fund enhancement and development sewerage schemes other than the Greymouth Area scheme.

¹ Reserve expected to be wound up when project is completed.

[3] contributions

None. Costs are now recovered against benefiting communities on a user-pays basis by means of targeted rates.

[d] cobden stormwater mitigation reserve

[1] history

This fund was earmarked to address stormwater issues.

[2] purpose

To fund enhancement of stormwater management in Cobden.

[3] contributions

N/A

[e] karoro treatment plant reserve

[1] history

As part of the establishment of Karoro, provision was made for extensions/upgrades to the Karoro Treatment Works. Since 2003/2004 a special rate contribution is made by Karoro, South Greymouth and South Beach/Paroa residents.

[2] purpose

To fund upgrades/extensions to Karoro Treatment Plant.

[3] contributions²

- contributions by benefiting properties in South Greymouth, Karoro and South Beach/Paroa
- Any Government subsidies in terms of SWSS (Sanitary Works Subsidy Scheme)

[f] moana water supply reserve

[1] history

This fund was earmarked to address water supply in the Moana township.

[2] purpose

To fund any design options for a reticulated water supply servicing Moana.

[3] contributions

- any specific funds budgeted and not spent

[g] te kinga infrastructure upgrade reserve

[1] history

A fund established to cater for future upgrades required in this particular area

[2] purpose

To fund roading, water, and/or wastewater infrastructure upgrades required in the Te Kinga area.

[3] contributions

- contributions by benefiting properties in the Te Kinga area

[h] flood protection reserve

[1] history

Fund established to cater for capital costs associated with Council's flood protection responsibilities

[2] purpose

To fund capital works to enhance flood protection measures in the district for which Council is responsible for.

[3] contributions

- any cash surpluses generated by the flood protection activity, after consideration of associated debt retirement.

[i] land-fill reserve

[1] history

Fund established to cater for capital costs required for the solid waste management activity, noting the increasing compliance standards to be met.

[2] purpose

to fund capital works required for solid waste management

[3] contributions

- any cash surpluses generated by the solid waste management activity, after consideration of associated debt retirement.

[j] haddock road reserve fund

[1] history

Created as a holding account for money to fund future building of road/culvert.

[2] purpose

To fund the building of a road/culvert to provide access to development land.

[3] contributions

- N/A

[k] disaster recovery reserve

[1] history

This fund was created to fund Council's excess on its infrastructural assets in the event of a disaster.

² Reserve expected to be wound up when project is completed.

[2] purpose

To fund Council's excess on the loss of infrastructural assets in the event of a major disaster.

[3] contributions

The \$10,000 per annum as minimum with the fund capped at the value of Council's excess requirement based on the total value of such assets.

[1] area infrastructural reserves

[1] history

The division of the \$7 million resulted in an area infrastructure development reserves being created.

[2] purpose

To develop/improve infrastructure in the respective areas per the preference of people in the area.

[3] contributions

of the \$7 million *ad hoc* development grant received from Government (less \$1 million economic development grant). The original division of the fund was as follows:

Area	allocation
Barrytown	1.45%
Atarua	1.03%
Ahaura	2.92%
Haupiri	1.52%
Nelson Creek	2.43%
Blackball	3.00%
Runanga	13.17%
Kaiata/Stillwater	6.62%
Karoro/Gladstone	15.50%
Arnold Valley	0.85%
Lake Brunner	2.54%
Hohonu	0.39%
Greymouth (transferred to Greymouth sewerage reserve)	48.58%

[9.4] community asset reserves

[a] swimming baths plant reserves

[1] history

Fund created to fund replacement or enhancement of existing swimming pool equipment.

[2] purpose

To fund expenditure in connection with replacement or enhancement of pool equipment/ plant.

[3] contributions

- Depreciation on pool plant/equipment.
- \$5,000 per annum from general rates

[b] parking reserve

[1] history

Fund created from financial purpose in lieu or parking and annual surpluses on parking account.

[2] purpose

To fund provision of car parks.

[3] contributions

- Financial purpose in lieu of parking.
- Surpluses on parking activity account.

[c] airport runway re-seal reserve

[1] history

Reserve created to provide for re-seal of airport runway from time to time.

[2] purpose

To fund the periodic re-seal of airport runway.

[3] contributions

Depreciation on airport runway funded, subject to operating revenue being available

[d] town clock reserve

[1] history

Reserve created to provide for replacement/major maintenance of town clock.

[2] purpose

To fund renewal/major maintenance of town clock.

[3] contributions

- Depreciation on town clock funded.

- \$2,000 from rates per annum.

[e] cemetery extension reserve

[1] history

Reserve created to fund development of new and existing cemeteries as well as the cost of closure and post closure.

[2] purpose

To fund new and extensions to existing cemeteries as well as closure and post closure costs.

[3] contributions

\$10,000 from rates per annum.

[f] cemetery maintenance in perpetuity reserve

[1] history

Funds received from excess maintenance in perpetuity fees above annual maintenance.

[2] purpose

To fund renewal and maintenance of cemeteries.

[3] contributions

Interment paid on reservation of grave plots in advance

[g] rental housing reserve

[1] history

Reserve created to fund maintenance in perpetuity of Council's disadvantaged and old age housing stock.

[2] purpose

To maintain in perpetuity, Council's disadvantaged and old age housing stock and to reduce existing loans against the housing stock.

[3] contributions

- Cash surplus on activity.

[h] economic development reserve

[1] history

The reserve was created when \$1 million of the \$7 million *ad hoc* grant was earmarked for economic development.

[2] purpose

To fund economic development, including a share of roading development expenditure incurred via subdivision.

[3] contributions

- Repayment of loans from reserve.

[i] reserves contribution reserve

[1] history

Reserve created from reserves development purpose.

[2] purpose

To fund the creation of new reserves in/for subdivisions.

[3] contributions

Financial contributions per conditions of resource consent.

[9.5] general purpose reserves

[a] restricted reserve

[1] history

Funds set aside from the land sales reserve, where the capital portion cannot be drawn against.

[2] purpose

- To fund costs associated with Council's property portfolio, noting that as Council divests its land holdings there has been a reduced return on assets..

[3] contributions

- A portion of returns on the fund will be 're-capitalised' annually.

[b] central westland services limited share sale reserve

[1] history

Reserve created from the sale of Council's Local Authority Trading Enterprise (now referred to as CCO) in 1997.

[2] purpose

To fund any activity of a non-maintenance nature.

[3] contributions

- N/A

[c] rural fire authority reserve (capped at \$100,000)

[1] history

Reserve created to fund significant fire events during any year.

[2] purpose

To fund the expenditure associated with major fires.

[3] contributions

- NIL

[d] land sales reserves

[1] history

Two reserves, restricted and unrestricted land sales reserves combined into one.

[2] purpose

- To fund purchase of land, key strategic assets and obtaining fee simple ownership of leasehold property.
- To fund other significant projects as decided by Council as part of the Annual Plan.

[3] contributions

- Net proceeds of land sold (not Harbour Board Endowment Land)

[e] district planning reserve

[1] history

Fund created to meet unexpected costs arising from District Plan review or one-off projects associated with planning and regulations.

[2] purpose

To fund unexpected costs arising from District Plan reviews or one-off projects associated with planning and regulations.

[3] contributions

- Levies against applicants for variations to District Plan or specific actions.

[f] loan repayment reserve

[1] history

Fund created to repay loans as they fall due. Specific funds set aside for this purpose also paid into reserve.

[2] purpose

To fund repayment of loans not otherwise provided for.

[3] contributions

- Specific surpluses from activities that have outstanding debt.

[g] general purpose reserve

[1] history

Reserve created to fund one-off unexpected expenditure of a general nature.

[2] purpose

To fund general expenditure.

[3] contributions

- N/A

[h] maori land compensation reserve

[1] history

Grant from Government to offset impact of market related ground leases owned by Mawhera Incorporation.

[2] purpose

To fund rent increases on land leased from the Mawhera Incorporation.

[3] contributions

- N/A

[9.6] port reserves

[a] harbour endowment land sales reserve

[1] history

Reserve created for income from Harbour Endowment land sales.

[2] purpose

- Purchase of new port land
- Operation, maintenance and development of Port Westland

[3] contributions

- Proceeds of sale of Harbour Endowment land.
-

[9.7] bequests/trusts

[a] mcglashan trust

[1] history

An annual contribution is received from this Trust earmarked for the maintenance of the Greymouth War Memorial area (ANZAC/Dixon Parks area).

[2] purpose

Maintenance of swimming pool façade and ANZAC/Dixon Parks area.

[3] contributions

Annual purpose received from Trust.

[b] e. white bequest

[1] history

To be used by the Council for the surface development of any (Borough) reserve (including the undeveloped part of Petrie Avenue) lying alongside or adjacent to the Greymouth/Hokitika railway line.

[2] purpose

Surface development/maintenance of reserve land lying alongside or adjacent to the Greymouth/Hokitika railway line, including Petrie Avenue.

[3] contributions

N/A.

[c] mayoral flood relief fund

[1] history

Money accessed from Southland Flood Relief Fund in 1998 following flood-related damage in the Kaiata area.

[2] purpose

To assist victims of flooding.

[3] contributions

N/A

[d] grey united tennis re-surfacing fund

[1] history

Money held on behalf of the Grey United Tennis Club.

[2] purpose

For future re-surfacing of Grey United tennis court.

[3] contributions

N/A

[e] citizens emergency relief fund

[1] history

A remnant from the 1988 floods.

[2] purpose

Assistance to flood victims.

[3] contributions

N/A

[f] perotti bequest

[1] history

A bequest for municipal purposes.

[2] purpose

To fund municipal purposes.

[3] contributions

N/A

[g] peters bequest

[1] history

A bequest made for purchase of talking books.

[2] purpose

To purchase talking books.

[3] contributions

N/A

[h] vera corbett bequest

[1] history

A bequest for the purchase of library books.

[2] purpose

To purchase library books.

[3] contributions

N/A

[9.8] operational reserves

[a] plant and machinery reserve

[1] history

Reserve created for depreciation on plant and machinery.

[2] purpose

To replace existing machinery, or effect major maintenance to existing machinery.

[3] contributions

- Depreciation on plant and machinery funded.

[b] sunshine coach reserve

[1] history

New reserve

[2] purpose

To replace, or effect major maintenance, or make major addition to existing asset(s)

[3] purpose:

- Depreciation funded on existing asset(s);
- Donations Contributed from Users of the Asset(s);
- Residual Balance from unallocated portion of Annual Budget for the asset(s) operating expenditure at end of each financial year.

[c] building and property general reserve

[1] history

Reserve created for major maintenance or enhancement of Council buildings and associated facilities.

[2] purpose

To fund major maintenance and renewal of Council buildings and associated facilities excluding dedicated reserves.

[3] contributions

- Depreciation on Council buildings/property and associated facilities.

[d] corporate equipment and furniture replacement reserve

[1] history

Reserve created for upgrade or replacement of office equipment and furniture.

[2] purpose

- To fund the upgrade and renewal of office equipment and furniture.
- To fund new office equipment and investment in new technology.

[3] contributions

- Depreciation on furniture and equipment funded.
- \$10,000 from rates per annum.

section f: appendices

[1] introduction

The Local Government Act 2002 requires Council's to carry out assessments of water and sanitary services and adopt waste management plans. The Grey District Council carried out this task in 2003. The Long Term Plan is to contain summaries of these assessments.

The assessments have not been updated for the purposes of the 2009 – 2019 Long Term Community Outcomes Plan. Where any variation exists between the summary of assessment and the information contained within the Long Term Plan it has been notated in a green box:



[2] summary assessments of water & sanitary services plan

The **GDC Water Services Assessment June 2005** has been carried out on all of these supplies (excluding those that serve only a single building), and this has identified the issues outlined in the tables below. Also included is a summary of what issues have been incorporated in the LTCOP for the next ten years.

The assessment is based in Statistics New Zealand census area units. The following are population details from the last 3 official censuses for the Grey District. It is noted that a census has been carried out since, however there is little material change to the data contained within these summaries..

Area	Census Year			Increase or Decrease (-)			
	1991	1996	2001	Number		Percent	
				1991–1996	1996–2001	1991–1996	1996–2001
Grey District							
Karoro	891	918	873	27	-45	3.0	-4.9
Kaiata	363	393	375	30	-18	8.3	-4.6
South Beach-Camerons	918	990	909	72	-81	7.8	-8.2
Blackball	408	429	321	21	-108	5.1	-25.2
Point Elizabeth	60	66	78	6	12	10.0	18.2
Dobson	732	744	723	12	-21	1.6	-2.8
Barrytown	213	240	237	27	-3	12.7	-1.3
Coalcreek	30	45	42	15	-3	50.0	-6.7
Atarau	123	162	141	39	-21	31.7	-13.0
Greymouth Rural	69	66	66	-3	-	-4.3	-
Marsden-Hohonu	198	261	318	63	57	31.8	21.8
Arnold Valley	147	144	150	-3	6	-2.0	4.2
Nelson Creek-Ngahere	300	333	336	33	3	11.0	0.9

Area	Census Year			Increase or Decrease (-)			
	1991	1996	2001	Number		Percent	
				1991–1996	1996–2001	1991–1996	1996–2001
Grey District							
Ahaura	366	420	393	54	-27	14.8	-6.4
Lake Brunner	408	477	333	69	-144	16.9	-30.2
Haupiri	51	264	330	213	66	417.6	25.0
Runanga-Rapahoe	1,380	1,365	1,299	-15	-66	-1.1	-4.8
Cobden	1,881	1,818	1,647	-63	-171	-3.3	-9.4
Blaketown	1,104	1,131	1,116	27	-15	2.4	-1.3
Greymouth Central	972	924	948	-48	24	-4.9	2.6
Greymouth South	3,117	3,147	3,003	30	-144	1.0	-4.6
Total, Grey District	13,743	14,325	13,635	582	-690	4.2	-4.8

The location of community areas has also been provided on attached maps with this summary.

updated census figures are available per the 2006 census; however there is no material difference to the population figures used here.

[2.1] water supplies

Community Area Unit	Risk Treatment and Council's Role	Risk Comment	Issues incorporated in ten year Capital Works Programme
584800 Karoro	Council to continue to promote increased level of protection against protozoa risks	All properties connected to a public water supply.	Proposal to install filtration plant to increase level of protection against protozoa. Proposal to increase security of supply if supply subject to earthquakes.
584911 Kaiata	Promote connection of clustered urban properties to a Council community water supply. In conjunction with health protection agencies, provide educational material to owners of individual systems on safe operation and use.	While development density does not show this, concentration of dwellings not on public water supply is high.	
584912 South Beach-Cameras	Promote connection of clustered urban properties to a Council community water supply. In conjunction with health protection agencies, provide educational material to owners of individual systems on safe operation and use.	Large number of rural-residential blocks in community area. Concentrations of urban density dwellings either not on reticulated water supplies or non-complying water supplies and at risk water supplies.	Proposal to install filtration plant to increase level of protection against protozoa. Proposal to increase security of supply if supply subject to earthquakes.
584922 Blackball	Council to continue to promote increased level of protection against protozoa risks.	Reticulated water supply but low pressure system that does not meet NZ Fire Service Code of Practice.	Proposal to install filtration plant to increase level of protection against protozoa. Proposal to increase size of pipes to improve fire fighting capacity. Proposal to increase security of supply if supply subject to earthquakes.
584923 Point Elizabeth	Council to continue to promote increased level of protection against bacteriological and protozoa risks.		

variations from this assessment in the 2009 – 2019 Long Term Community Outcomes Plan

dependant on available subsidy and community feedback. Drinking water standards require upgrade by 01 July 2010. Refer to water activity section in volume 1.

dependant on available subsidy and community feedback. Drinking water standards require upgrade by 01 July 2010. Refer to water activity section in volume 1.

upgrade signalled for 2009/2010

Community Area Unit	Risk Treatment and Council's Role	Risk Comment	Issues incorporated in ten year Capital Works Programme
584930 Dobson	Council to continue to promote increased level of protection against protozoa risks.	Rural and rural-residential blocks within the area, some connected to Dobson-Taylorville water supply	Proposal to link Dobson - Taylorville to Greymouth scheme which will have the added benefit of improved protection against protozoa. Proposal to install filtration plant to increase level of protection against protozoa for Stillwater. Proposal to increase security of supply if supply subject to earthquakes.
584931 Barrytown	Not economic to provide community based water supply due to low density - widespread development, however Council to continue to monitor situation and review every three years. In conjunction with health protection agencies, provide educational material to owners of individual systems on safe operation and use.	Developing area through subdivision with no public water supply and no immediately available fire fighting resource. Currently low density development. Consider reticulated water supply if urban density subdivision significantly increases.	
584932 Coal Creek	Not economic to provide community based water supplies, Council to monitor and review every three years. In conjunction with health protection agencies, provide educational material to owners of individual systems on safe operation and use.	All properties between Coal Creek and Runanga connected to the Runanga - Rapahoe scheme.	
584933 Atarau	Not economic to provide community based water supplies, Council to monitor and review every three years. In conjunction with health protection agencies, provide educational material to owners of individual systems on safe operation and use.	While there is a risk of absence of a water supply, area is of low density, primarily rural. Impractical to provide reticulated water supply to area.	
584934 Greymouth Rural	Not economic to provide community based water supplies, Council to monitor and review every three years. In conjunction with health protection agencies, provide educational material to owners of individual systems safe operation and use.	Low density development, possibly to reticulate if urban development increases in the area. Part of area supplied by Dobson - Taylorville water supply.	

variations from this assessment in the 2009 – 2019 Long Term Community Outcomes Plan

dependant on available subsidy and community feedback. Drinking water standards require upgrade by 01 July 2011. Refer to water activity section in volume 1.

Community Area Unit	Risk Treatment and Council's Role	Risk Comment	Issues incorporated in ten year Capital Works Programme
584935 Marsden-Hohonu	Not economic to provide community based water supplies, Council to monitor and review every three years. In conjunction with health protection agencies, provide educational material to owners of individual systems safe operation and use.	Low density rural development, impractical to provide reticulated water supplies.	
584936 Arnold Valley	Not economic to provide community based water supply due to low density - widespread development, however Council to continue to monitor situation and review every three years. In conjunction with health protection agencies, provide educational material to owners of individual systems on safe operation and use.	Currently low density development although changing through subdivision. Consider when increased demand for urban density development.	
584937 Nelson Creek-Ngahere	Not economic to provide community based water supply due to low density - widespread development, however Council to continue to monitor situation and review every three years. In conjunction with health protection agencies, provide educational material to owners of individual systems safe operation and use.	Overall development density low, however small concentrations of urban density development at Ngahere and Nelson Creek using non compliant supplies	
584938 Ahaura	For Ahaura township Council to work with public health authorities to review adequacy of supply and consider Council community based supply. Not economic for other areas, Council to monitor and review every three years. In conjunction with health protection agencies, provide educational material to owners of individual systems on safe operation and use.	Except for Ahaura township, mostly rural density dwellings, impractical to provide reticulated water supplies. For Ahaura community quality and risk issues that need to be addressed.	

Community Area Unit	Risk Treatment and Council's Role	Risk Comment	Issues incorporated in ten year Capital Works Programme
584939 Lake Brunner	For Moana and Te Kinga township/areas, Council to work with public health authorities to review adequacy of supply and consider Council community based supply. Not economic for other areas, Council to review every three years. Given potential for significant growth assess continued viability of continued supply of water from rain water tanks rather than a reticulated supply. Assess adequacy of fire fighting resource and available access to water for fire fighting. In conjunction with health protection agencies, provide educational material to owners of individual systems on safe operation and use.	Concentrations of urban density communities on non-complying water supplies with potential risks. Significant development pressures through subdivision. Questionable if volunteer fire service can provide adequate protection relying on rainwater tanks on individual properties.	Proposal to provide a reticulated water supply for Moana township.
584940 Haupiri	Not economic to provide community based water supplies, Council to monitor and review in ten years. In conjunction with health protection agencies, provide educational material to owners of individual systems on safe operation and use.	Very low density rural developments. Other than existing supplies impractical to provide reticulated water supplies.	
585000 Runanga-Rapahoe	Council to continue to promote increased level of protection against bacteriological and protozoa risks.	Assumed that all properties are connected to compliant water supply.	Proposal to install filtration plant to increase level of protection against protozoa. Proposal to increase security of supply if supply subject to earthquakes.
585110 Cobden	Council to continue to promote increased level of protection against protozoa risks.	Assumed that all properties are connected to compliant water supply.	Proposal to install filtration plant to increase level of protection against protozoa. Proposal to increase security of supply if supply subject to earthquakes.
585120 Blaketown	Council to continue to promote increased level of protection against protozoa risks.	Assumed that all properties are connected to compliant water supply.	Proposal to install filtration plant to increase level of protection against protozoa. Proposal to increase security of supply if supply subject to earthquakes.

variations from this assessment in the 2009 – 2019 Long Term Community Outcomes Plan

water supply signalled for 2011/2012. Dependant on community consultation to be carried out closer to the time.

dependant on available subsidy and community feedback. Drinking water standards require upgrade by 01 July 2011. Refer to water activity section in volume 1.

dependant on available subsidy and community feedback. Drinking water standards require upgrade by 01 July 2010. Refer to water activity section in volume 1.

dependant on available subsidy and community feedback. Drinking water standards require upgrade by 01 July 2010. Refer to water activity section in volume 1.

Community Area Unit	Risk Treatment and Council's Role	Risk Comment	Issues incorporated in ten year Capital Works Programme
585130 Greymouth Central	Council to continue to promote increased level of protection against protozoa risks.	Assumed that all properties are connected to compliant water supply.	Proposal to install filtration plant to increase level of protection against protozoa. Proposal to increase security of supply if supply subject to earthquakes.
585140 Greymouth South	Council to continue to promote increased level of protection against protozoa risks. Promote extension of reticulation system to Boddytown. In conjunction with health protection agencies, provide educational material to owners of individual systems on safe operation and use.	Assumed that all properties are connected to compliant water supply, other than the Boddytown area. Non compliance and risk issues with other drinking water supplies in the area.	Proposal to extend reticulated water supply to Boddytown Community. Proposal to install filtration plant to increase level of protection against protozoa. Proposal to increase security of supply if supply subject to earthquakes.

variations from this assessment in the 2009 – 2019 Long Term Community Outcomes Plan

dependant on available subsidy and community feedback. Drinking water standards require upgrade by 01 July 2010. Refer to water activity section in volume 1.

dependant on available subsidy and community feedback. Drinking water standards require upgrade by 01 July 2010. Refer to water activity section in volume 1.

Where bores exist adjacent to septic tanks there is a risk of contamination, however there is a preference for rainwater tanks systems within the District. Where bores that are at risk exist, the Council has and will continue to discuss this matter with the property owners concerned, with a view to them installing their own rainwater tanks, or agreeing to a reticulated water supply or a reticulated sewerage system instead.

Currently there is an application for a Plan change between Dobson and Kaiata. This Plan change may initiate Council's consideration of extending a public reticulated water supply to the Kaiata area. This is likely to be considered in conjunction with a new waste water treatment and reticulation scheme. Currently these areas as serviced by on-site septic tanks.

There appears to be a high incidence of non compliance with the quality of the water that is being used at several private schemes in the District. The Council is considering advising the owners concerned what they need to do to improve the situation, and the matter is being monitored.

While the study of the private water supply systems in the District did not include the quality of water in rainwater tanks that serve single premises, the Council is considering issuing a pamphlet advising households of the actions and the precautions that they can take to ensure they receive the best possible quality of water.

The Council is also considering putting in place a more comprehensive regime for the future regular monitoring of all private water supply systems (that service more than a single premises).

A comprehensive summary of the findings of the survey of all of the private water supplies in the District that serve more than a single premises is contained in Council's Water Services Assessment.

[2.2] wastewater

Community Area Unit	Risk Treatment and Council's Role	Risk Comment	Issues Incorporated in ten year Works Plan
584800 Karoro	Council to monitor and review every three years.		No issues identified other than a Karoro Waste Water Treatment Plant (WWTP) upgrade to allow for increasing demand in the South Beach – Paroa Area.
584911 Kaiata	Promote connection of clustered urban properties to a Council sewerage reticulation and sewage treatment scheme. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems.	While development density does not show this, concentration of dwellings not on a sewerage scheme in areas with poor ground drainage where there are public health and natural environment risks.	Community scheme scheduled for 2008/09 subject to community acceptance and financial assistance from Ministry of Health. Now likely development will occur in this area which will need to be funded by developer(s) with appropriate Financial Contributions as per the GDC District Plan.
584912 South Beach-Camerons	Promote connection of clustered urban properties to a Council sewerage reticulation and sewage treatment scheme. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems.	While development density does not show this, concentration of dwellings not on a sewerage scheme in areas with poor ground drainage where there are likely to be public health and natural environment risks. (Note assumes all properties in the South Beach - Paroa reticulated area are connected).	South Beach to Paroa reticulated with Karoro WWTP expansion scheduled for 2010/11 to allow for infill development in these areas. Provision of reticulated sewerage and sewage treatment plants not provided for Gladstone of Camerons within the ten year works plan, however Council may consider advancing these schemes based on community demand.
584922 Blackball	Blackball community has agreed to proceed with a sewerage reticulation and sewage treatment scheme. Council to continue to monitor situation for Roa. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems.	Small number of urban density dwellings (Roa township) will remain on septic tanks, not economic to connect to proposed Blackball scheme.	Proceeding with reticulated sewerage and sewage treatment scheme for Blackball which is scheduled for completion in 2006/07.

variations from this assessment in the 2009 – 2019 Long Term Community Outcomes Plan

New scheme signalled for 2011/2012, dependant on availability of subsidy, which has thus far been unsuccessful.

Capacity upgrade signalled for 2010/2011

scheme in place and operational

Community Area Unit	Risk Treatment and Council's Role	Risk Comment	Issues Incorporated in ten year Works Plan
584923 Point Elizabeth	Current low density of development. May change through subdivision and tourism developments. Council to monitor situation and promote connection to Runanga sewerage scheme. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems.		No provision allowed in ten year works plan. If development occurs in this area will need to be funded by developer(s) with appropriate Financial Contributions as per the GDC District Plan.
584930 Dobson	Promote connection of clustered urban properties to a Council sewerage reticulation and sewage treatment scheme. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems.	Regional Council and Community & Public Health have both identified with Council that Taylorville is an area of concern. Poor ground drain, inadequate systems where there are likely to be public health and natural environment risks.	Community scheme scheduled for 2008/09 (Dobson) and 2009/10 (Taylorville) subject to community acceptance and financial assistance from Ministry of Health.
584931 Barrytown	Not economic to provide community based sewerage reticulation and sewage treatment schemes due to low density - widespread development. Council to continue to monitor situation, plan for potential site(s) and reconsider every three years. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems.	Area under development pressure through subdivision. Some private sewerage reticulation and sewage treatment schemes either being proposed. Higher concentrations of septic tanks may create public health and natural environment risks.	Community scheme scheduled for 2007/08 subject to community acceptance and financial assistance from Ministry of Health.
584932 Coal Creek	Council to monitor future trends. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems.		Through Environmental Health and Planning roles.
584933 Atarau	Council to monitor future trends. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems.		Through Environmental Health and Planning roles.
584934 Greymouth Rural	Council to monitor future trends. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems.		Through Environmental Health and Planning roles.

variations from this assessment in the 2009 – 2019 Long Term Community Outcomes Plan

New scheme signalled for 2011/2012, dependant on availability of subsidy, which has thus far been unsuccessful.

nothing signalled in this plan

Community Area Unit	Risk Treatment and Council's Role	Risk Comment	Issues Incorporated in ten year Works Plan
584935 Marsden-Hohonu	Council to monitor future trends. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems.		Through Environmental Health and Planning roles.
584936 Arnold Valley	Not economic to provide community based sewerage reticulation and sewage treatment schemes due to low density - widespread development. Council to continue to monitor situation, plan for potential site(s) and reconsider every three years. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems	Area under development pressure through subdivision. Some private sewerage reticulation and sewage treatment schemes either being proposed or implemented. Situation may change if high density development proposed through a District Plan change.	Through Environmental Health and Planning roles. Development is occurring in these areas which are funded by developer(s) with appropriate Financial Contributions as per the GDC District Plan. While not provided in the ten year Plan Council may need to consider transfer of ownership to Council of high density development waste water schemes.
584937 Nelson Creek-Ngahere	Not economic to provide community based sewerage reticulation and sewage treatment schemes. Council to monitor and review in every three years. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems	Overall development density low, however small concentrations of urban density development at Ngahere and Nelson Creek.	Provision of reticulated sewerage and sewage treatment plants not provided for in the ten year Works Plan, however Council may consider advancing these scheme based on community demand.
584938 Ahaura	While Ahaura township on septic tanks, good ground drainage. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems	Except for Ahaura township, mostly rural density dwellings.	Provision of reticulated sewerage and sewage treatment plants not provided for in the ten year works plan, however Council may consider advancing these scheme based on community demand.
584939 Lake Brunner	Assume responsibility of schemes to be transferred to Council to own and operate. Monitor performance of private schemes and monitor future growth trends. Further upgrade of Moana scheme if more urban density subdivision outside currently designated District Plan township area. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems.	Area under development pressure, however all significant proposals include either private sewerage schemes or schemes to be transferred to Council to own and operate.	Contribution and costs of connection to WWTP being developed at Te Kinga by a developer scheduled for 2006/07. Moana WWTP upgrade scheduled for 2007/08. Development is occurring in these areas which are funded by developer(s) with appropriate Financial Contributions as per the GDC District Plan.

variations from this assessment in the 2009 – 2019 Long Term Community Outcomes Plan

Te Kinga - Scheme has been developed; Council will take over maintenance in year 1 of this plan.
Moana- Capacity upgrade signalled for 2011/2012.

Community Area Unit	Risk Treatment and Council's Role	Risk Comment	Issues Incorporated in ten year Works Plan
584940 Haupiri	Council to monitor and review every three years. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems	Very low density rural developments.	Through Environmental Health and Planning roles.
585000 Runanga-Rapahoe	Extend sewerage reticulation scheme to include Rapahoe and possibly Point Elizabeth areas. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems.	Area with known problems (Rapahoe) and also potential development pressure.	Waste water scheme scheduled for 2010/11 subject to community acceptance and financial assistance from Ministry of Health.
585110 Cobden	Council to progress Cobden sewage treatment scheme. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems.	Assume that all properties in the Cobden township will be connected. Not economic to reticulate North Beach Road area as development density is low.	Cobden waste water scheme commenced in 2005/06 with township scheduled to be fully reticulated and treatment works complete by 2013/014.
585120 Blaketown	Council to progress Greymouth - Blaketown sewage treatment scheme.	Assume that all properties in the Greymouth - Blaketown township will be connected.	Blaketown and Greymouth waste water scheme commenced in 2005/06 with townships scheduled to be fully reticulated and treatment works complete by 2013/014.
585130 Greymouth Central	Council to progress Greymouth - Blaketown sewage treatment scheme.	Assume that all properties in the Greymouth - Blaketown township will be connected unless technically not feasible.	Blaketown and Greymouth waste water scheme commenced in 2005/06 with townships scheduled to be fully reticulated and treatment works complete by 2013/014.
585140 Greymouth South	Council to progress Greymouth - Blaketown sewage treatment scheme. In conjunction with public health and consent agencies provide educational material on safe operation and use of on-site treatment systems.	Assume that all properties in the Greymouth - South will be connected unless technically not feasible.	Blaketown and Greymouth waste water scheme commenced in 2005/06 with townships scheduled to be fully reticulated and treatment works complete by 2013/014.

variations from this assessment in the 2009 – 2019 Long Term Community Outcomes Plan

Completion signalled for 2013/2014

Completion signalled for 2013/2014

Completion signalled for 2013/2014

Where bores exist adjacent to septic tanks there is a risk of contamination, however there is a preference for rainwater tanks systems within the District. Where bores that are at risk exist, the Council has and will continue to discuss this matter with the property owners concerned, with a view to them installing their own rainwater tanks, or agreeing to a reticulated water supply or a reticulated sewerage system instead.

Currently there is an application for a Plan change between Dobson and Kaiata. This Plan change may initiate Council's consideration of extending a public reticulated water supply to the Kaiata area. This is likely to be considered in conjunction with a new wastewater treatment and reticulation scheme. Currently these areas as serviced by on-site septic tanks.

Township areas on septic tanks and with poor draining soils and or high water tables have higher risk issues than other areas. A comprehensive summary of the findings of the survey of all of the private water supplies in the District that serve more than a single premises is in contained in Council's Water Services Assessment.

[2.3] stormwater systems

In many cases stormwater systems run under roads. Those that do not are generally protected by easements in favour of Council.

There are private stormwater systems on private properties, however this information is not held by the Assets Management & Engineering department.

Also, there may be private stormwater systems in rural areas, however these are not managed or controlled by the Grey District Council.

Community Area Unit	Risk Treatment and Council's Role	Risk Comment	Issues incorporated in the ten year Works Plan
584800 Karoro	Upgrade infrastructure where required or in conjunction with subdivision development.	Area under pressure for more urban density development.	Not directly other than developers will be required to install consent compliant stormwater systems and contribute to the upgrade of existing public drainage systems where there are identified effects.
584911 Kaiata	Promote a sewerage scheme for the area to remove sewage from stormwater systems.	Public health and environment risks through inadequate on site treatment systems in more urbanised areas.	Sewerage scheme proposed for year 3 - dependant on subsidy.
584912 South Beach-Camerons			
South Beach - Paroa	Upgrade infrastructure where required or in conjunction with subdivision development.	Area under pressure for more urban density development.	Not directly other than developers will be required to install consent compliant stormwater systems and contribute to the upgrade of existing public drainage systems where there are identified effects.
Camerons	Monitor development trends and review every three years.	Public health and environment risks through inadequate on site treatment systems in more urbanised areas.	No allowance in plan although Council has costed out a sewerage scheme for the area and may consider advancing the project depending on community need.
Gladstone	Promote sewerage scheme for the area to remove sewage from stormwater systems.	Public health and environment risks through inadequate on site treatment systems in more urbanised areas.	No allowance in plan although Council has costed out a sewerage scheme for the area and may consider advancing the project depending on community need.
584922 Blackball	Blackball community has agreed to proceed with a sewerage reticulation and sewage treatment scheme.	Public health and natural environment risks recognised and Council proceeding with scheme.	Sewerage scheme scheduled for completion in year 1 of this Plan.

variations from this assessment in the 2009 – 2019 Long Term Community Outcomes Plan

Capacity upgrade signalled for 2010/2011

New scheme signalled for 2011/2012, dependant on availability of subsidy, which has thus far been unsuccessful.

new scheme is in place and operational.

Community Area Unit	Risk Treatment and Council's Role	Risk Comment	Issues incorporated in the ten year Works Plan
584923 Point Elizabeth	Current low density of development. May change through subdivision and tourism developments. Council to monitor situation and promote connection to Runanga sewerage scheme.		Not directly other than developers will be required to install consent compliant stormwater systems and contribute to the upgrade of existing public drainage systems where there are identified effects.
584930 Dobson			
Dobson	Promote sewerage scheme for the area to remove sewage from stormwater systems.	Public health and natural environment risks recognised and Council proceeding with Scheme.	Sewerage scheme scheduled for year 3 - dependant on subsidy.
Taylorville	Promote sewerage scheme for the area to remove sewage from stormwater systems.	Public health and natural environment risks recognised and Council proceeding with Scheme. Regional Council and Community & Public Health have both identified with Council, Taylorville as an area of concern.	Sewerage scheme scheduled for year 4 - dependant on subsidy.
Stillwater	Monitor development trends and review every three years		No allowance in plan although Council has costed out a sewerage scheme for the area and may consider advancing the project depending on community need.
584931 Barrytown	Stormwater reticulation being provided through new subdivision.	Area under development pressure through subdivision. Some private sewerage reticulation and sewage treatment schemes being proposed.	No allowance in plan although Council has costed out a sewerage scheme for the area. However developments to date have been low density.
584932 Coal Creek	Council to monitor future trends every three years.		No high density development anticipated in this area.
584933 Atarau	Council to monitor future trends every three years.		No high density development anticipated in this area.
584934 Greymouth Rural	Council to monitor future trends every three years.		No high density development anticipated in this area.
584935 Marsden-Hohonu	Council to monitor future trends every three years.		No high density development anticipated in this area.

variations from this assessment in the 2009 – 2019 Long Term Community Outcomes Plan

New scheme signalled for 2011/2012, dependant on availability of subsidy, which has thus far been unsuccessful.

New scheme signalled for 2009/2010, dependant on final confirmation of subsidy.

Community Area Unit	Risk Treatment and Council's Role	Risk Comment	Issues incorporated in the ten year Works Plan
584936 Arnold Valley	Stormwater reticulation being provided through new subdivision.	Area under development pressure through subdivision. Some private sewerage reticulation and sewage treatment schemes either being proposed. Situation may change if high density development proposed through a District Plan change.	Not directly other than developers will be required to install consent compliant stormwater systems and contribute to the upgrade of existing public drainage systems where there are identified effects.
584937 Nelson Creek- Ngahere			
Nelson Creek	Council to monitor future trends every three years.	Overall development density low, however small concentrations of urban density development at Ngahere and Nelson Creek.	No allowance in plan although Council has costed out a sewerage scheme for the area and may consider advancing the project depending on community need.
Ngahere	Council to monitor future trends every three years.	Overall development density low, however small concentrations of urban density development at Ngahere and Nelson Creek.	No allowance in plan although Council has costed out a sewerage scheme for the area and may consider advancing the project depending on community need.
584938 Ahaura			
Ahaura	Council to monitor future trends every three years.	Except for townships, mostly rural density dwellings.	No allowance in plan although Council has costed out a sewerage scheme for the area and may consider advancing the project depending on community need.
Totara Flat	Council to monitor future trends every three years.	Except for townships, mostly rural density dwellings.	No allowance in plan although Council has costed out a sewerage scheme for the area and may consider advancing the project depending on community need.
584939 Lake Brunner			

Community Area Unit	Risk Treatment and Council's Role	Risk Comment	Issues incorporated in the ten year Works Plan
Moana	Existing stormwater systems at lower levels within the townships likely to be under pressure if more urban development occurs beyond existing District Plan designated township boundaries.	Area under development pressure	Developers will be required to contribute to the upgrade of existing public drainage systems where there are identified effects.
Te Kinga	Existing stormwater systems at lower levels within the township may be under pressure if more urban development occurs beyond existing District Plan designated township boundaries, however very little existing infrastructure in the area.	Area under development pressure.	Funding allowed to join up existing reticulation and storage system to a new sewerage scheme currently being developed as part of a subdivision which will be transferred to Council.
584940 Haupiri	Council to monitor and review every three years.	Very low density rural developments.	No high density development anticipated in this area.
585000 Runanga-Rapahoe			
Runanga	Council to monitor and review every three years.		Funding provided for ongoing maintenance of existing scheme.
Rapahoe	Extend sewerage reticulation scheme to include Rapahoe and possibly Point Elizabeth areas to remove sewage from stormwater systems. Council to monitor and review every three years.	Area with known problems (Rapahoe) and also potential development pressure.	Sewerage scheme scheduled for year 5 - dependant on subsidy.
585110 Cobden	Implement further flood mitigation for low Cobden areas. Council to progress Cobden sewage treatment scheme to reduce discharge of sewage to waterways.	Some risk of flooding in lower lying areas.	Sewerage scheme commenced in 2004/05 and scheduled for completion in year 8 of this Plan.
585120 Blaketown	Council to progress Greymouth - Blaketown sewage treatment scheme to reduce discharge of sewage to waterways.		Sewerage scheme commenced in 2004/05 and scheduled for completion in year 8 of this Plan.
585130 Greymouth Central	Council to progress Greymouth - Blaketown sewage treatment scheme to reduce discharge of sewage to waterways.	Assume that all properties in the Greymouth – Blaketown township will be connected unless technically not feasible.	Sewerage scheme commenced in 2004/05 and scheduled for completion in year 8 of this Plan.

variations from this assessment in the 2009 – 2019 Long Term Community Outcomes Plan

Capacity upgrade signalled for 2011/2012..

Scheme has been developed; Council will take over maintenance in year 1 of this plan.

Nothing signalled in this plan.

Completion signalled for 2013/2014

Completion signalled for 2013/2014

Completion signalled for 2013/2014

Community Area Unit	Risk Treatment and Council's Role	Risk Comment	Issues incorporated in the ten year Works Plan
585140 Greymouth South			
Greymouth South	Council to progress Greymouth - Blaketown sewage treatment scheme to reduce discharge of sewage to waterways.	Assume that all properties in the Greymouth - South will be connected unless technically not feasible.	Sewerage scheme commenced in 2004/05 and scheduled for completion in year 8 of this Plan.
Boddytown	Council to progress Greymouth - Blaketown sewage treatment scheme including connection of Boddytown area to reduce discharge of sewage to waterways	Assume that all properties in the Greymouth - South will be connected unless technically not feasible.	Sewerage scheme scheduled for year 1.

variations from this assessment in the 2009 – 2019 Long Term Community Outcomes Plan

Completion signalled for 2013/2014

Scheme in place.

[2.4] Appendix A: Community Unit Area Location Maps

Map 1



Map 2



[3] summary assessment of waste management plan

The Draft Waste Management Plan (the plan) was advertised for public submissions on 6 occasions between the 20th June and the 29th August 2003 in the Greymouth Evening Star.

The plan was also advertised in the Messenger a free weekly paper and the 8th and 22nd of August 2003.

The plan was also advertised for public submissions over Radio Scenicland on the 8th, 11th and 13th August 2003.

In addition copies of the draft plan were sent to various individuals, groups, and organisations, who where either known to have an interest in waste management or who may have had an interest in waste management.

In total seven (7) submissions were received to the plan.

[3.1] principles

Principles that guide this Plan and all its initiatives are as follows:

[1] principle 1 – physical & natural environmental outcomes

The **aim** of the overall management of solid wastes is to:

- Provide effective and efficient systems for the collection and disposal of solid wastes in the Grey District.
- Minimise the quantity and toxicity of waste being generated and disposed of, in order to minimise adverse environmental, cultural, social and economic effects of solid waste disposal.

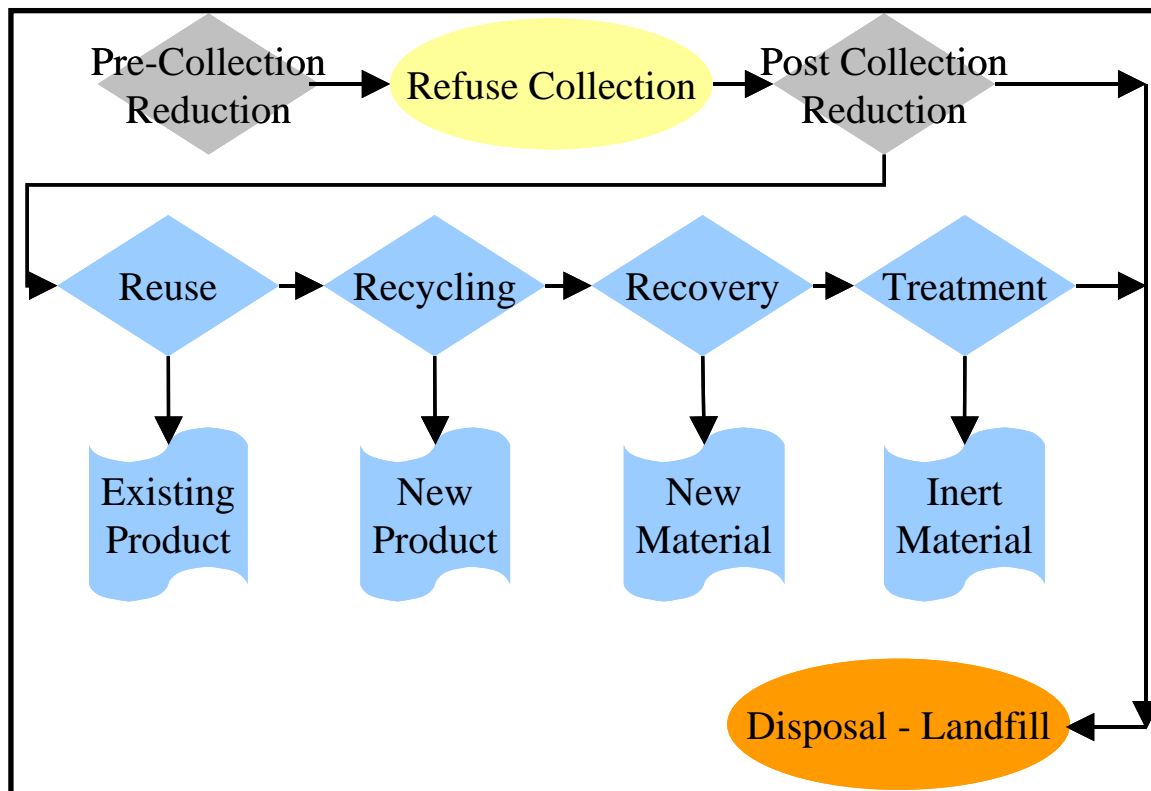
[2] principle 2 – waste management hierarchy

The management of solid and hazardous waste should be based on the following hierarchy of options:

- First priority is pre and post reduction of the amount of material that enters the waste stream.
- Second priority to re-use as much material as possible.
- Third priority to recycle as much material as possible.
- Fourth priority to recover as much material and/or energy as possible.
- Fifth priority for residual management including disposal to landfill once the solid waste stream has been reduced in each of the above stages.

Figure 1 shows the anticipated results of implementation of the solid waste management hierarchy.

Figure 1: Solid Waste Hierarchy Options and Anticipated Results



[3] principle 3 - sustainable resource management

Management of the solid and hazardous waste stream should reflect the need for sustainable management of the natural and physical resources of the District as defined in the RMA, 1991. Life-cycle approaches which consider all aspects of resource use, waste generation, storage, transport, treatment and disposal should be considered most effective.

[4] principle 4 - partnerships in the community

People, business and communities are at the centre of concerns for solid and hazardous waste management.

They are also active participants in solid waste management systems. The ways in which wastes are managed should respect environmental limits, take account of community values and conditions, and foster community responsibility for waste management.

[5] principle 5 - responsibility for the costs of waste management

As far as practicable, people who are disposing of waste should meet the full costs of managing the waste they seek to dispose of. A user-pays approach provides a strong incentive to individuals to minimise waste.

[6] principle 6 - role of tangata whenua

The relationship of Maori with their ancestral resources is a matter of national importance under the RMA (1991) and the management and disposal of waste is an important issue for Maori nationally. The planning for, and activities associated with, solid waste management should recognise and provide for the relationship of Maori with natural and cultural resources.

[3.2] issues and strategy

[1] issues

The Grey District Council requires a plan for the integrated management of solid waste to suit current and future conditions. The plan must provide the best management options considering economic, social, cultural, technical, land use and environmental perspectives. The solid waste management issues facing Grey District are:

- Ensuring waste services are available and affordable to all in the Grey community.
- Ensuring through monitoring and consultation with stakeholders that the implementation this Plan does not create any reverse sensitivity economic, social cultural and environmental effects.
- The Council moving beyond being basic providers to being key leaders in executing better waste management practices
- The Council's role in working with the community to facilitate good waste management as a community responsibility.
- The Council's role in providing and/or managing waste collection and disposal services (i.e. Council versus private sector provision?).
- The initiation of education and promotion programmes and the availability of information on waste minimisation (reuse, recycling, recovery, treatment) initiatives and responsible solid waste management.
- Using incentives and appropriate charges to encourage and assist the community to make informed and responsible choices regarding their waste disposal.
- Supporting a clean, safe, sustainable and attractive physical environment.
- Encouraging and assisting the separation and controlled disposal³ of hazardous and special wastes.
- The relationship of the Grey District Council to other Local Authorities⁴ in providing waste management services (i.e. should the Grey District having the only modern engineered landfill on the West Coast receive on a full cost recovery basis waste from areas outside the District in the interests of minimising regional costs and consumption of land for waste disposal?).

[2] linkages to council planning processes

The plan recognises legislation, as well as regional and District policy, plans and resource consents. A list of these documents is provided in the full assessment available from Council.

Implementation and operation of the Plan will be coordinated directly through the Long Term Council Community Plan A flow chart illustrating these links is provided in the full assessment available from Council.

The plan is also linked to other Council planning instruments particularly:

- Long Term Council Community Plan (LTCCP)
- Annual Plans (Annual implementation of the LTCOP)
- Strategic Plan (to be superseded by the LTCOP)
- Long Term Financial Strategy
- Activity Management Plans (AMPs)
- Asset Management Plans (to be superseded by the AMPs)
- Funding Policy
- District Plan.

³ Disposal may include forms of treatment to reduce or remove the toxicity of hazardous substances.

⁴ West Coast local authorities comprising, Buller, Grey and Westland District Councils, together with the West Coast Regional Council, have established a voluntary Regional Waste Management Coordination Group with its main aim being to collaboratorily assist in the coordination of waste management for the region.

The Policies and methods of the plan will be implemented progressively. Resource allocation, programming and performance measures will be addressed each year in the preparation of the Council's Annual Plan and budget and assessed in the Council's Annual Report.

Implementation programming will also be addressed more frequently at the operational level as results are observed from implemented methods, and as the monitoring policies allow performance of the plan to be measured.

[3] key initiatives

This plan contains both new initiatives and continuation of present policies.

The key initiatives that change the present focus of Council's waste management activities are:

- Working to a long-term goal of **zero waste** to landfill (Policy 1). This indicates the direction that Council will head in its waste management. The focus of this plan is on the first steps in that direction.
- Review Council collection and transfer services (Policy 17 to 19).
- Improve facilities and systems for recycling and reuse (Policy 12 to 14).
- Implement monitoring policies (Policy 3).
- Enhance implementation of education/promotion and waste minimisation policies (Policies 5 to 7).
- Look to greater use of regional actions in waste management (Policy 4).