

WAIMATE DISTRICT LONG TERM PLAN 2018-2028



WAIMATE DISTRICT COUNCIL LONG TERM PLAN 2018-28

ADOPTED

26 JUNE 2018

PART 1 & 2





A GUIDE TO WAIMATE DISTRICT'S LONG TERM PLAN 2018-28

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LONG TERM PLAN 2018-28

PART 1

WAIMATE DISTRICT COUNCIL





MESSAGE FROM THE MAYOR AND CHIEF EXECUTIVE



WELCOME TO THE WAIMATE DISTRICT COUNCIL'S LONG TERM PLAN 2018-28

Decisions today will lead to stronger district

The decisions that have been made today signal a clear direction for the future of Waimate District, including upgrading essential infrastructure and growing the local economy.

The decisions, made when adopting the 2018-28 Long Term Plan today, follows public consultation and a subsequent 168 submissions. At the forefront, infrastructure formed the two key issues – water treatment upgrades and addressing deteriorating roads.

Sitting alongside these key issues were other projects including investigating the possibility of redeveloping the Waimate Library, introducing a new contestable grant for track development, developing a policy allowing shops to open on Easter Sunday, funding economic development activity, and starting a conversation around waste minimisation.

The key issues of upgrading drinking water supplies and better maintaining and renewing our roads will be a significant focus over the next 10 years, however, the smaller projects will also help grow and strengthen the district. As well as upgrading our water supplies in a staggered approach and spending extra money on our roads, the smaller projects are also a step forward in helping us develop a stronger district.

Economic development is something we've been working on for some time and it's important that we build momentum by improving information technology and connectivity, beautifying the town's entrances and main streets and growing the district's visitor economy. We know our library needs to be modernised but before we embark on this large project we must first research the opportunities so that money is spent as wisely as possible.

There's a lot of public discussion about waste, recycling and landfills so we'll be investigating all possible options when we review our Waste Minimisation Plan, we've introduced a new \$20,000 contestable grant to support groups and organisations who want to develop walking and cycling tracks throughout the Waimate District and we've introduced an annual grant for Bushtown Waimate of \$5,000. Council will also be developing an Easter Sunday Shop Trading Policy and we will ask for public comment later in the year.

We believe we've struck a good balance between addressing these issues and the money (including rates) required to fund them. Rate increases cannot be avoided for the significant projects over the next ten years and to soften the impact we have smoothed the spending and repayments in a way that is most affordable for our district. The result is an overall rate increase in 2018/19 of 6.3% and 5.7% and 6.7% in the following two years respectively, averaging 4.4% for the full 10 years.

The decisions Council have made today will help grow our district and make it stronger and better prepared for future challenges.

The 2018-28 Long Term Plan comes into effect on 1 July 2018.

Craig Rowley
Mayor

Stuart Duncan
Chief Executive

KEY ISSUES COUNCIL CONSULTED ON AND DECISIONS

ISSUE	COUNCIL DECISION
Key Issue 1: Water Treatment Upgrades	RESOLUTION 2018/36 That Council proceed with Option 1, to implement the staggered treatment upgrade programme to meet current legislative requirements.
Key Issue 2: Addressing Our Deteriorating Roads	RESOLUTION 2018/37 That Council proceed with Option 1, to increase investment in maintenance and drainage.
Support for Funding Economic Development	RESOLUTION 2018/38 That Council proceed with the current direction and funding of Economic Development.
Addressing aging Water and Sewerage Pipes	RESOLUTION 2018/39 That Council continue with the plan for addressing ageing Water and Sewerage Pipes.
Redevelopment of the Library including the whole Council building	RESOLUTION 2018/40 That Council proceed with the plan for the redevelopment of the Library including the whole Council building, and fund the investigation and scoping report to the sum of \$100,000 from the 2130 Property Reserve in the year 2020/21.
Right Direction for Waste Minimisation	RESOLUTION 2018/41 That Council continue to investigate all possible options with Rubbish and Recycling.
Proposed changes to the Rates Remission Policy	MOTION That the rates remission for the Event Centre be reduced as per the consultation document. LOST - Status quo remains. RESOLUTION 2018/43 That the Southern Canterbury A&P Association remission reduce over time as per the consultation document. RESOLUTION 2018/44 That a rate remission of 50% of the targeted urban sewerage rate shall be applied during the development phase of Bushtown Waimate Inc. as per the consultation document.
Approach to Community Support Grants	RESOLUTION 2018/45 That Waimate District Council Archives become a contract for service replacing the grant to the Waimate Historical Society, and that a review of Waimate Historical Society funding be undertaken as part of the 2019/20 Annual Plan process; and That the proposed Track Development Grant be increased from \$5,000 to \$20,000 per annum, and become a contestable grant funded from the Subdivision Contribution Reserve; and That Council introduce a new grant fund for Bushtown Waimate of \$5,000 for development, to be funded from the Subdivision Contribution Reserve, and be reviewed every 3 years.
Develop an Easter Sunday Shop Trading Policy	RESOLUTION 2018/46 That Council develop an Easter Sunday Trading Policy in line with the legislation allow shops to open or not open.

AUDIT OPINION

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

To the reader:

Independent auditor's report on Waimate District Council's 2018-28 Long-Term Plan

I am the Auditor-General's appointed auditor for Waimate District Council (the Council). Section 94 of the Local Government Act 2002 (the Act) requires an audit report on the Council's long-term plan (the plan). Section 259C of the Act requires a report on disclosures made under certain regulations. We have carried out this work using the staff and resources of Audit New Zealand. We completed our report on 26 June 2018.

Opinion

In my opinion:

- the plan provides a reasonable basis for:
 - long-term, integrated decision-making and co-ordination of the Council's resources; and
 - accountability of the Council to the community;
- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 161 to 163 represent a complete list of the disclosures required by Part 2 of the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations) and accurately reflect the information drawn from the plan.

This opinion does not provide assurance that the forecasts in the plan will be achieved, because events do not always occur as expected and variations may be material. Nor does it guarantee the accuracy of the information in the plan.

Basis of opinion

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

We assessed the evidence the Council has to support the information and disclosures in the plan and the application of its policies and strategies to the forecast information in the plan. To select appropriate procedures, we assessed the risk of material misstatement and the Council's systems and processes applying to the preparation of the plan.

Our procedures included assessing whether:

- the Council's financial strategy, and the associated financial policies, support prudent financial management by the Council;
- the Council's infrastructure strategy identifies the significant infrastructure issues that the Council is likely to face during the next 30 years;
- the information in the plan is based on materially complete and reliable information;
- the Council's key plans and policies are reflected consistently and appropriately in the development of the forecast information;

- the assumptions set out in the plan are based on the best information currently available to the Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast financial information has been properly prepared on the basis of the underlying information and the assumptions adopted, and complies with generally accepted accounting practice in New Zealand;
- the rationale for the Council's activities is clearly presented and agreed levels of service are reflected throughout the plan;
- the levels of service and performance measures are reasonable estimates and reflect the main aspects of the Council's intended service delivery and performance; and
- the relationship between the levels of service, performance measures, and forecast financial information has been adequately explained in the plan.

We did not evaluate the security and controls over the electronic publication of the plan.

Responsibilities of the Council and auditor

The Council is responsible for:

- meeting all legal requirements affecting its procedures, decisions, consultation, disclosures, and other actions relating to the preparation of the plan;
- presenting forecast financial information in accordance with generally accepted accounting practice in New Zealand; and
- having systems and processes in place to enable the preparation of a plan that is free from material misstatement.

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

Independence

In carrying out our work, we complied with the Auditor-General's:

- independence and other ethical requirements, which incorporate the independence and ethical requirements of Professional and Ethical Standard 1 (Revised); and
- quality control requirements, which incorporate the quality control requirements of Professional and Ethical Standard 3 (Amended).

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



Scott Tobin
Audit New Zealand
On behalf of the Auditor-General, Christchurch, New Zealand

WHAT IS A LONG TERM PLAN ALL ABOUT?

New Zealand Local Government is regulated by a major piece of legislation being the Local Government Act 2002 (LGA). The Local Government Act sets out the purpose of Local Government as;

- to enable democratic local decision-making and action by, and on behalf of, communities; and
- to meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses.

The Local Government (Community Well-being) Amendment Bill seeks to restate the promotion of social, economic, environmental and cultural well-being of communities to the statutory purpose of local government. The Bill has passed its first reading in Parliament.

Councils throughout New Zealand perform these duties by producing a Long Term Plan explaining Council activities, projects and incomes and expenditures for 10 years into the future. A consultation document is published for individuals and organisations to make comment and submissions to guide Council decision making.

The Local Government Act requires Councils to prepare their Long Term Plan every three years and in the intervening two years prepare an Annual Plan which lines up with the previous Long Term Plan.

Local Government is also required to operate under a set of principles as follows:

THE PRINCIPLES WHICH THE LOCAL GOVERNMENT ACT 2002 REQUIRES ALL COUNCILS TO APPLY

Open, transparent, accountable conduct of business

The local authority should conduct its business in an open, transparent and democratically accountable manner. This principle runs throughout the Act, making an appearance in the governance principles and in the requirements of decision-making. In this context 'open' means that the business should be conducted 'in public', and 'transparent' means that the business should be conducted in a manner that is comprehensible to the general public.

Even so, there are occasions where the Council will meet and discuss matters 'in committee'; that is, with the public excluded. This is permitted under some special circumstances only.



STRATEGIC FRAMEWORK

Our Community's Desired Outcomes

Council engages with the people in the community and listens to their wants and needs. From the consultation we consider the communities ideas when formulating activity plans for the next ten years. We work with other government organisations and community groups to assist in meeting our outcomes.



Strategic Documents

Our strategic documents highlight short term and long term goals for specific activities. These include District Plan, Civil Defence Emergency Management Group Plan, Waste Management and Minimisation Plan, Asset Management Plans for Water, Waste Management, Stormwater, Sewerage and Sewage, Roading, Parks and Recreation, Property and Forestry.



Strategic goals are achieved in 2 ways



Council Routine Tasks

'What do we do now?' is outlined within each of Council's 24 activities.



Measuring our Achievement



Achievement of Council's Routine **tasks** are measured by our statements 'Our levels of service and performance measures' for each of Council's 24 activities in this volume. These measures will be disclosed annually in Council's Annual Report.

Council 'One Off' Projects

Detailed in each of Council's 24 activities is a description and financial cost of each project. A complete list is shown further in the document.



Measuring our Achievement



Achievement of Council's **projects** is measured by the completion of these projects according to the year of financial impact recorded in each of Council's 24 activities in this volume. These measures will be disclosed annually in Council's Annual Report.

COMMUNITY OUTCOMES

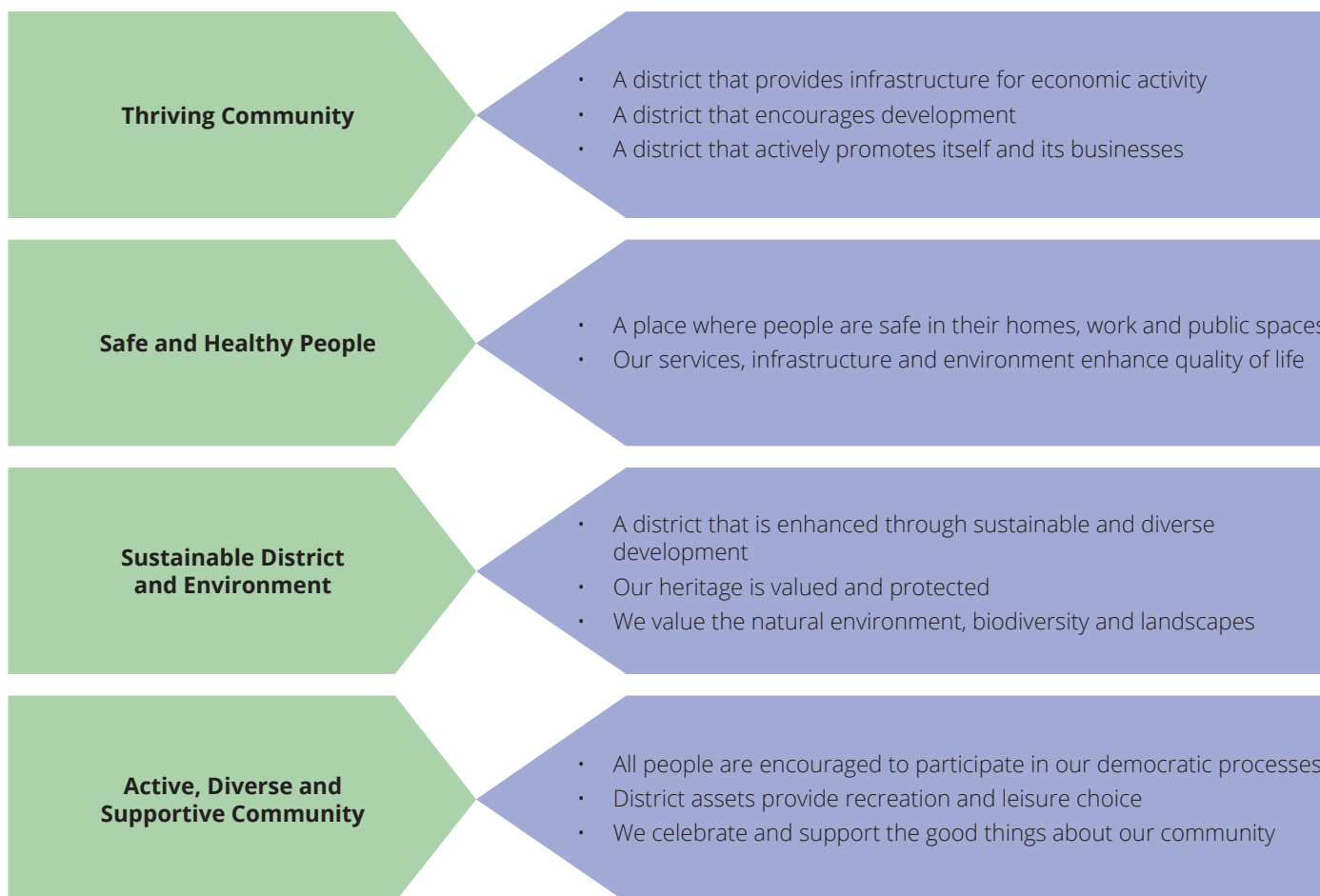
COMMUNITY OUTCOMES

Community Outcomes indicate the community's desire or vision for how the Waimate District should progress. They create a picture of what we are aiming for, and through Council's tasks and projects an idea on how we will achieve them.

VISION FOR THE WAIMATE DISTRICT

LEADING OUR COMMUNITIES TOWARDS A DIVERSE, THRIVING AND SUSTAINABLE DISTRICT.

COMMUNITY OUTCOMES FOR 2018-28



MAJOR COUNCIL PROJECTS

Name of Project	Activity	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
New/Improvements		Short Term			Medium Term						
Cannington - renewals	Water Supply	5	5	5	5	6	6	6	6	6	6
Cannington - Drinking Water compliance upgrade	Water Supply	700	-	-	-	-	-	-	-	-	-
Cannington - Pratts Pumphouse - New Board and Telemetry	Water Supply	-	-	-	25	-	-	-	-	-	-
Cannington - Pratts Pumphouse - Pump 1 Renewal	Water Supply	-	-	-	-	-	-	-	-	5	-
Cannington - Pratts Chlorine Analyser	Water Supply	-	-	-	17	-	-	-	-	-	-
Cannington - Renewal maintenance of Intake Weir	Water Supply	-	-	-	-	-	15	-	-	-	-
Hook / Waituna - renewals	Water Supply	20	-	-	8	22	23	23	24	25	26
Hook / Waituna - Drink Water Intake/Plant Compliance Upgrade	Water Supply	400	-	-	-	-	-	-	-	-	-
Hook / Waituna - Simmons Pumphouse Panel and Telemetry	Water Supply	-	23	-	-	-	-	-	-	-	-
Hook / Waituna - O`Donnells Pumphouse Panel and Telemetry	Water Supply	-	-	23	-	-	-	-	-	-	-
Hook / Waituna - Garlands Pumphouse Telemetry	Water Supply	-	-	-	9	-	-	-	-	-	-
Hook / Waituna - Simmons Pumphouse Pump 2 Renewal and fittings	Water Supply	6	-	-	-	-	-	-	-	-	-
Hook / Waituna - O`Donnells Pumphouse Pump 1 Renewal	Water Supply	-	-	-	4	-	-	-	-	-	-
Hook / Waituna - Tekit Pumphouse Pump 2 Renewal	Water Supply	-	3	-	-	-	-	-	-	-	-
Hook / Waituna - Simmons Pumphouse Pump 1 Renewal	Water Supply	-	-	-	-	-	-	-	-	5	-
Hook / Waituna - Garlands Road Chlorine Analyser (Monitoring)	Water Supply	-	16	-	-	-	-	-	-	-	-
Hook / Waituna - Flow meter replacement	Water Supply	-	-	-	-	-	-	7	-	-	-
Lower Waihao - renewals	Water Supply	5	5	5	-	6	6	6	-	6	6
Lower Waihao - Drink Water Intake/Plant Compliance Upgrade	Water Supply	15	797	921	-	-	-	-	-	-	-
Lower Waihao - Glenavy Township Mains Renewal	Water Supply	-	-	-	76	-	-	-	84	-	-

Name of Project	Activity	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
New/Improvements		Short Term			Medium Term						
Lower Waihao - Glenavy Township Restrictor Renewal	Water Supply	-	-	-	11	-	-	-	12	-	-
Lower Waihao - Glenavy Chlorine Monitoring Station	Water Supply	-	-	-	58	-	-	-	-	-	-
Lower Waihao - Lower Waihao Reservoir Telemetry Renewal	Water Supply	-	8	-	-	-	-	-	-	-	-
Lower Waihao - Lower Waihao Boost Pump 3 Renewal	Water Supply	-	-	-	-	-	-	-	7	-	-
Lower Waihao - Telemetry - Lower Waihao Boost Renewal	Water Supply	-	-	-	-	-	-	9	-	-	-
Lower Waihao - Flow meter replacement	Water Supply	-	-	-	-	-	7	-	-	-	-
Lower Waihao - Old Ferry Road 150mm AC renewal	Water Supply	40	-	43	-	45	-	-	-	-	-
Otaio / Makikihi - renewals	Water Supply	17	-	-	-	-	-	-	-	-	-
Otaio / Makikihi - New Bore Redundancy	Water Supply	-	-	-	133	-	-	-	-	-	-
Otaio / Makikihi - Wilton - 2500m 80mm PVC + 400m 32 OD	Water Supply	-	28	29	-	-	-	-	-	-	-
Otaio / Makikihi - Makikihi Township Mains Renewal	Water Supply	-	-	-	-	-	-	82	-	-	-
Otaio / Makikihi - Makikihi Township Restrictor Renewal	Water Supply	-	-	-	-	-	-	12	-	-	-
Otaio / Makikihi - Tavistock Bore - treatment - filter & UV	Water Supply	167	-	-	-	-	-	-	-	-	-
Otaio / Makikihi - Makikihi Chlorine Monitoring Station	Water Supply	-	-	-	58	-	-	-	-	-	-
Otaio / Makikihi - Flow meter replacement	Water Supply	-	-	-	-	-	-	6	-	-	-
Waihaorunga - Renewals	Water Supply	4	-	-	11	-	-	-	-	-	-
Waihaorunga - Drink Water Intake/Plant Compliance Upgrade	Water Supply	8	514	527	-	-	-	-	-	-	-
Waihaorunga - Takitu Pumphouse - New Board and Telemetry	Water Supply	-	-	-	-	24	-	-	-	-	-
Waikakahi - renewals	Water Supply	5	5	5	5	6	6	6	6	6	6
Waikakahi - Pipe renewals	Water Supply	-	-	-	38	-	-	-	-	-	-
Waikakahi - Drink Water Intake/Plant Compliance Upgrade	Water Supply	15	1,439	1,474	-	-	-	-	-	-	-

Name of Project	Activity	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
New/Improvements		Short Term			Medium Term						
Waikakahi - Dyer/Cochrane - 800m 40 OD	Water Supply	5	-	-	-	-	-	-	-	-	-
Waikakahi - Elephant Hill Rd Dyer -1.5km 63 OD (16bar), 1km	Water Supply	29	-	-	-	-	-	-	-	-	-
Waikakahi - Mehrtens/Cameron 700m 32 OD	Water Supply	-	-	-	-	5	-	-	-	-	-
Waikakahi - Harrison B/T 1.5km 63 OD	Water Supply	-	-	-	-	12	-	-	-	-	-
Waikakahi - McKay/ Francis 1.3km 40 OD	Water Supply	-	-	-	-	-	13	-	-	-	-
Waikakahi - H Dyer Back Face	Water Supply	5	-	-	-	-	-	-	-	-	-
Waikakahi - LW WK Booster PH - Pump 4	Water Supply	-	-	-	-	-	-	-	16	-	-
Waikakahi - Dog Kennel Road PH - Pump 1	Water Supply	-	-	-	-	-	-	-	-	22	-
Waikakahi - Telemetry - Claytons Reservoir	Water Supply	8	-	-	-	-	-	-	-	-	-
Waikakahi - Telemetry - Dog Kennel PH	Water Supply	-	-	-	-	-	-	9	-	-	-
Waikakahi - Telemetry - Dog Kennel Repeater	Water Supply	8	-	-	-	-	-	-	-	-	-
Waikakahi - Telemetry - Waikakahi Reservoir	Water Supply	-	-	-	-	-	-	-	-	-	8
Waikakahi - Pump 2 Renewal	Water Supply	28	-	-	-	-	-	-	-	-	-
Waimate Urban Water - Rising main renewals	Water Supply	214	220	-	-	-	-	-	-	-	-
Waimate Urban Water - Lateral renewals	Water Supply	60	62	63	65	66	68	70	72	74	77
Waimate Urban Water - AC Water main renewals	Water Supply	110	113	116	119	122	125	129	132	136	141
Waimate Urban Water - CI Water main renewals	Water Supply	160	164	168	173	177	182	187	192	198	204
Waimate Urban Water - Pressure Management	Water Supply	-	77	-	-	-	-	-	-	-	-
Waimate Urban Water - Tim Rd Retic Sub Pump 1: SP160-7 92kW	Water Supply	-	-	-	-	28	-	-	-	-	-
Waimate Urban Water - Tim Rd Retic Sub Pump VFD VLT6000	Water Supply	-	-	-	-	38	-	-	-	-	-
Waimate Urban Water - Tim Rd Retic Sub Pump VFD VLT2800	Water Supply	-	-	-	-	3	-	-	-	-	-
Waimate Urban Water - Tim Rd Retic Sub Pump 1 Harmonic Filter	Water Supply	25	-	-	-	28	-	-	-	-	-
Waimate Urban Water - Tim Rd Retic Sub Pump 1 Harmonic Filter	Water Supply	-	-	-	-	-	-	-	-	-	-
Waimate Urban Water - Man Rd Plant - treatment - filter & UV	Water Supply	167	-	-	-	-	-	-	-	-	-
Waimate Urban Water - Tim Rd Plant - treatment - filter & UV	Water Supply	-	279	-	-	-	-	-	-	-	-

Name of Project	Activity	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
New/Improvements		Short Term			Medium Term						
		Waimate Urban Water - Waimate Reservoir Chlorine Analyser	Water Supply	-	16	-	-	-	-	-	-
Waimate Urban Water - Waimate Reservoir Wash Down Pump	Water Supply	-	-	4	-	-	-	-	-	-	-
Waimate Urban Water - Telemetry - Waimate Reservoir	Water Supply	8	-	-	-	-	-	-	-	-	-
Waimate Urban Water - Telemetry - Timaru Rd Plant	Water Supply	-	-	-	-	-	-	9	-	-	-
Waimate Urban Water - Telemetry - Manchesters Bore	Water Supply	-	-	-	-	-	-	9	-	-	-
Waimate Urban Water - Fire Hydrant Upstand with meter	Water Supply	2	-	-	-	-	-	-	-	-	-
Waimate Urban Water - Waimate Reservoir Cover Replacement	Water Supply	-	-	-	-	-	-	117	-	-	-
Waimate Urban Water - Waimate Reservoir 240V Switch Board	Water Supply	-	8	-	-	-	-	-	-	-	-
Waste Management - Wheelie Bin Replacements	Waste Management	3	3	3	3	3	3	3	4	4	4
Waste Management - Public refuse/recycle Bins - Public Toilet	Waste Management	4	-	-	-	-	-	-	-	-	-
Waste Management - Public refuse/recycle Bins - Boland Park	Waste Management	-	4	-	-	-	-	-	-	-	-
Waste Management - Weighbridge	Waste Management	-	-	120	-	-	-	-	-	-	-
Waste Management - Compactor	Waste Management	-	-	119	-	-	-	-	-	-	-
Stormwater - Manse Street (Town Belt to Harris)	Stormwater	39	-	-	-	-	-	-	-	-	-
Stormwater - Belt Street to Town Belt	Stormwater	40	-	-	-	-	-	-	-	-	-
Stormwater - Pipeline, New Sumps Intersection Shearman/Glasgow	Stormwater	104	-	-	-	-	-	-	-	-	-
Stormwater - Weather Station - in township	Stormwater	7	-	-	-	-	-	-	-	-	-
Stormwater - Queen Street Upgrade	Stormwater	-	134	-	-	-	-	-	-	-	-
Stormwater - Herbert St 225 iron pipe crossing	Stormwater	-	6	-	-	-	-	-	-	-	-
Stormwater - SW Manhole SW171 Replacement	Stormwater	-	-	-	-	-	-	6	-	-	-
Stormwater - CCTV assessment of storm water mains.	Stormwater	5	-	5	-	6	-	6	-	6	-
Sewer - Waimate Urban Renewals	Sewerage	22	242	306	242	338	358	367	391	390	415

Name of Project	Activity	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
New/Improvements		Short Term			Medium Term						
		Sewer - Aerator 1	Sewerage	-	34	-	-	-	-	-	-
Sewer - Edward Street Upgrade (Renewal)	Sewerage	551	-	-	-	-	-	-	-	-	-
Sewer - Cable Extension for Aerator 1	Sewerage	-	20	-	-	-	-	-	-	-	-
Sewer - Smoke Testing Equipment	Sewerage	-	4	-	-	-	-	-	-	-	-
Sewer - Milliscreen	Sewerage	-	-	-	-	-	-	-	-	-	-
Sewer - Weather Station - at WWTP	Sewerage	6	-	-	-	-	-	-	-	-	-
Sewer - Permanent D.O. Probe and control - Dual Probe	Sewerage	-	10	-	-	-	-	-	-	-	-
Sewer - Telemetry - WWTP	Sewerage	8	-	-	-	-	-	-	-	-	-
Sewer - WWTP Electric Winch for Sewer Pumps	Sewerage	-	-	2	-	-	-	-	-	-	-
Sewer - WWTP Submersible Pump 1 Renewal	Sewerage	-	-	21	-	-	-	-	-	-	-
Sewer - WWTP Submersible Pump 2 Renewal	Sewerage	-	-	-	-	22	-	-	-	-	-
Sewer - WWTP Milliscreen	Sewerage	-	-	-	72	-	-	-	-	-	-
Sewer - WWTP Electrics General 240, 24 Volts	Sewerage	-	-	-	-	-	-	13	-	-	-
Sewer - WWTP In flow Meter Renewal	Sewerage	-	-	-	-	-	-	-	-	5	-
Sewer - WWTP Out flow Meter Renewal	Sewerage	-	-	-	-	-	-	-	-	7	-
Sewer - WWTP Repair of Riprap wall on Ponds	Sewerage	40	-	-	-	-	-	-	-	-	-
Sewer - WWTP Alarming/monitoring of Out flow Meter	Sewerage	-	4	-	-	-	-	-	-	-	-
Sewer - Pond bypass Valves Renewal	Sewerage	-	-	13	-	-	-	-	-	-	-
Sewer - Disposal Field Border Dyke Maintenance	Sewerage	11	-	-	-	-	-	-	-	-	-
Sewer - Telemetry - Milford	Sewerage	-	-	-	-	-	9	-	-	-	-
Sewer - Milford - Flygt Controller (PLC)	Sewerage	-	-	-	-	-	3	-	-	-	-
Roading - resealing	Roading & Footpaths	1,250	1,278	1,306	1,364	1,394	1,425	1,457	1,490	1,525	1,560
Roading - drainage construction	Roading & Footpaths	195	199	229	285	291	298	304	311	319	326
Roading - culvert replacement	Roading & Footpaths	107	109	136	139	142	145	148	152	155	159
Roading - kerb and channel renewal	Roading & Footpaths	123	126	178	165	169	173	177	181	185	189
Roading - concrete ford renewal	Roading & Footpaths	45	46	47	48	49	50	51	52	54	55
Roading - pavement rehabilitation	Roading & Footpaths	301	308	315	449	459	469	480	491	502	514
Roading - structures component rep.	Roading & Footpaths	152	155	158	208	213	217	222	227	233	238
Roading - sign renewal	Roading & Footpaths	59	60	61	63	64	65	67	68	70	72

Name of Project	Activity	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
New/Improvements		Short Term			Medium Term						
		Roading - lighting renewal	Roading & Footpaths	-	-	-	19	20	20	21	21
Roading - minor improvements	Roading & Footpaths	330	337	350	352	359	368	376	379	394	392
Roading - Bridge improvements	Roading & Footpaths	-	463	-	-	514	-	-	554	-	585
Roading - footpath renewal	Roading & Footpaths	150	153	157	160	164	167	171	175	179	183
Roading - minor improvements (non-sub)	Roading & Footpaths	25	26	26	27	27	28	29	29	30	31
Roading - Seal Extensions	Roading & Footpaths	50	51	52	53	55	56	57	58	60	61
Roading - development	Roading & Footpaths	60	61	63	64	65	67	68	70	72	73
Governance - Elections	Organisation & Governance	-	36	-	-	38	-	-	41	-	-
Support Services - Servers	Organisation & Governance	-	-	-	96	-	-	-	-	108	-
Support Services - Telephone/PABX Upgrade	Organisation & Governance	-	15	-	-	-	-	17	-	-	-
Support Services - UPS	Organisation & Governance	-	15	-	-	-	-	17	-	-	-
Support Services - Magiq upgrades	Organisation & Governance	10	10	52	11	11	56	11	12	60	12
Asset Management - SCADA	Organisation & Governance	9	-	4	-	5	-	-	-	7	-
Building Control - Online consenting	District Planning & Regulatory Services	20	-	-	-	-	-	-	-	-	-
Resource Management - District Plan Review	District Planning & Regulatory Services	-	179	182	-	-	-	-	-	-	-
Library - Self Service and Library item security software	Community Services	60	-	-	-	-	-	-	-	-	-
Local Govt Centre - Library/LGC extension scoping/plans	Community Facilities	-	-	100	-	-	-	-	-	-	-
Local Govt Centre - Library / LGC extension	Community Facilities	-	-	-	1,400	-	-	-	-	-	-
Local Govt Centre - Meeting Rooms refurbishment	Community Facilities	30	-	-	-	-	-	-	-	-	-
Waimate Event Centre Landscaping	Community Facilities	40	41	-	-	-	-	-	-	-	-
Waimate Event Centre Online booking system	Community Facilities	20	-	-	-	-	-	-	-	-	-
Waitaki Lakes - Pipe Renewals	Community Facilities	10	10	10	11	11	11	11	12	12	12
Waitaki Lakes - Chlorine Dosing UV	Community Facilities	48	31	31	-	-	-	-	-	-	-
Victoria Park Camp - Driveway reseal	Community Facilities	8	-	8	-	-	-	-	-	-	-
Victoria Park Camp - Tennant St Cabins driveway reseal	Community Facilities	25	-	-	-	-	-	-	-	-	-
Victoria Park Camp - Upgrade power points	Community Facilities	18	-	-	-	-	-	-	-	-	-
Knottingley Park Camp - Power points	Community Facilities	10	-	-	-	-	-	-	-	-	-

Name of Project	Activity	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
New/Improvements		Short Term			Medium Term						
Cemetery - Extension	Community Facilities	-	-	-	-	-	-	-	14	33	36
Cemetery - Reseal driveway	Community Facilities	-	-	-	-	8	-	-	-	-	-
Victoria Park - New learn to ride area	Community Facilities	-	-	-	53	-	-	-	-	-	-
Victoria Park - Repaint the cycle track	Community Facilities	-	-	-	-	-	-	14	-	-	-
Knottingley Park - Driveway reseal	Community Facilities	25	-	-	-	-	-	-	-	-	-
Knottingley Park - Culvert and small bridge replacement	Community Facilities	18	-	-	-	-	-	-	-	-	-
Knottingley Park - Playground matting	Community Facilities	-	72	-	-	-	-	-	-	-	-
Swimming Pool - Replace pool covers	Community Facilities	-	-	-	-	-	-	-	-	33	-
Swimming Pool - Purchase inflatables	Community Facilities	4	-	-	-	-	-	-	-	-	-

WHAT ARE ACTIVITY MANAGEMENT PLANS?

We have 24 activities, organised into 9 groups. These activities cover all the services we provide to our communities.



Each group activity management plan contains written information under the following headings and financial statements for the years 2018-2028.

- What we do
- Why we provide it
- Community Outcomes
- Effects of the Community
- Our Challenges and priorities
- Levels of Service and Performance measures
- How are these activities funded?
- What we have planned
- Prospective funding impact statements - per group and per activity

WATER SUPPLY GROUP

WHAT WE DO:

The Water Supply Group includes the following activities provided by Council:

- Urban Water Supply
- Rural Water Supply

The Water Supply Group provides water to approximately 3,160 households, businesses and properties throughout the District. We aim to provide water continuously.

URBAN WATER

Council provides a regular supply of potable water to the designated urban area and the fringe rural areas of Waimate (population 3,000 approx) to serve drinking, commercial and fire protection purposes. Two secure ground water bores at Timaru Road and Manchester Road supply the urban network via a reservoir at Mill Road. Council monitors water quality, and plans for future water supply needs.

RURAL WATER

The Waimate District Council operates six rural water schemes (Cannington/Motukaika, Lower Waihao, Otaio/Makikihi, Waihaorunga, Waikakahi, Hook/Waituna) and in addition, incorporated societies run Hakataramea and Cattle Creek (Upper Waihao), with Downlands being supplied and administered by Timaru District Council, with a share holding by Waimate District Council. Some schemes do not currently comply with NZ Drinking Water Standards 2005 (Revised 2008).

WHY WE PROVIDE IT:

Council is required by statute to provide potable water to the residents of Waimate. (ie Health Act, Local Government Act 2002). The supply of a reliable and cost-effective water service contributes to the health of the community as well as serving a fire-fighting capability. Council must meet rising demand from residential and industrial growth.

The Local Government Act places responsibility with the Council to supply a safe, regular and efficient potable supply of water to the consumers within the District.

COMMUNITY OUTCOMES

ACTIVITY	COMMUNITY OUTCOMES
URBAN AND RURAL WATER	<p>Thriving Community</p> <ul style="list-style-type: none"> • A district that provides infrastructure for economic activity • A district that encourages development <p>Safe and Healthy People</p> <ul style="list-style-type: none"> • A place where people are safe in their homes, work and public spaces • Our services, infrastructure and environment enhance quality of life

EFFECTS ON THE COMMUNITY

Our groups and activities can have a range of effects on the community. The positive effects have been outlined under the heading “Why we do it”, and in our Community Outcomes. Potential negative effects are identified in the table below.

EFFECT	HOW WE INTEND TO MITIGATE THE EFFECT
There is an economic cost to the community to treat drinking water to meet the legislative requirements	Council will actively lobby Central Government for funding to comply with Drinking Water Standards.
Without good management there is a risk that natural water sources are inappropriately depleted.	Water is a consented activity. Council are mindful to manage wisely our current water allocation.

OUR CHALLENGES AND PRIORITIES

This is a summary of identified challenges and priorities that will impact on the activities within this group. Some explanation is also given of how Council will address these issues in our planning and service delivery.

Drinking Water

This is an issue for all of our communities as the impact of unsafe drinking water is better understood. There is now a greater urgency to action any necessary improvements to water supplies that have been identified. Five of our six rural water schemes are currently not compliant with the Drinking Water Standards New Zealand 2005 (revised 2008) as they don't have any protozoal treatment processes. These non-compliant schemes are Cannington - Motukaika, Hook - Waituna, Lower Waihao, Waihaorunga and Waikakahi. Getting these schemes up to standard will require significant investment in upgrades and an investigation into a new water source for the Waikakahi rural water scheme. The two bores for urban Waimate also require treatment upgrades. While some of these upgrades were included in our forward work programme in our Infrastructure Strategy in 2015, we are planning to progress these upgrades more quickly. As part of our planning process we are always mindful of other possible funding sources, particularly for water treatment upgrades on small schemes, to help reduce the impact on rate payers.

There may be changes to legislation and standards relating to drinking water, due to Havelock North outbreak. This is an unknown at present until further information is released regarding the Havelock enquiry, which we are actively monitoring.

Climate and environmental changes.

Climate change is unknown and speculative. Council are monitoring water quality of Urban bores and working closer with Environment Canterbury on activities and consents relating to land use and water takes near Council groundwater and surface drinking water takes.

Ageing Infrastructure

Infrastructure doesn't last for ever. For example, some water pipes may last up to 100 years. The ageing of infrastructure affects the service that is provided.

Some of our water pipe network dates back to 1908. Safe to say it is getting a little old and tired. Unfortunately, the type of pipes which were installed during the 1950s don't last that long and are also due for renewal soon. Our strategy is to work out which pipes are in the worst condition and are the most critical for the consistent service supply and replace these first.

LEVELS OF SERVICE AND PERFORMANCE MEASURES

1. PROVIDE SAFE DRINKING WATER			
How we do it	<ul style="list-style-type: none"> • Manage and monitor all water supplies under requirement of Drinking Water Standards • Monitor ongoing regulatory change for water supply activities • Implement Water Safety Plans for drinking water schemes 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Extent of compliance with Drinking Water Standards (Part 4) - Bacterial Compliance (M)	Bacterial compliance - All schemes	Bacterial compliance - All schemes
	Extent of compliance with Drinking Water Standards (Part 5) - Protozoal Compliance (M)	Protozoal compliance - All Schemes	Protozoal compliance - All Schemes
2. PROVIDE A CONTINUOUS, APPROPRIATE AND SAFE WATER SYSTEM THROUGHOUT THE DISTRICT WITH EXCELLENT CUSTOMER SERVICE			
How we do it:	<ul style="list-style-type: none"> • Manage and monitor all water supplies • Respond to complaints about water appearance, taste and smell • Provide a customer service request system 24 hours a day 7 days a week • Investigate and resolve water supply services complaints • Maintain water supply schemes and respond to service failures or faults 		
How we measure performance		Year 1—3 Target	Year 4—10 Target
	Median attendance and resolution times for urgent and non-urgent call-outs for water supply faults or unplanned interruptions to the urban network* (M)	Attendance to urgent call-out - < 1 hour	Attendance to urgent call-out - < 1 hour
		Resolution for urgent call-out - < 24 hours	Resolution for urgent call-out - < 24 hours
		Attendance to non-urgent call-out - <24 hours	Attendance to non-urgent call-out - <24 hours
		Resolution for non-urgent call-out - 72 hours	Resolution for non-urgent call-out - 72 hours
	Total number of complaints received about: 1.drinking water clarity 2.drinking water taste 3.drinking water odour 4.drinking water pressure or flow 5.continuity of supply 6.Council's response to these issues (M)	Urban water supply: <10 justified complaints per 1000 connections	Urban water supply: <10 justified complaints per 1000 connections
		Rural water supply: < 40 justified complaints per 1000 connections	Rural water supply: < 40 justified complaints per 1000 connections
Percentage of residents satisfied with water supply services	85%	85%	
<p>*Attendance: from the time Council receives notification to the time that service personnel reach site Resolution: from the time Council receives notification to the time that service personnel confirm resolution of the fault or interruption</p>			

3. PROVIDE RELIABLE, EFFICIENT AND WELL PLANNED WATER INFRASTRUCTURE AND SERVICES THAT MEETS THE NEEDS OF THE COMMUNITY

How we do it:	<ul style="list-style-type: none"> • Monitor demand on all water supply schemes • Manage growth of network • Provide water supply for domestic, commercial, fire-fighting, rural and industrial purposes • Monitor condition and performance of water supply reticulation and assets and analyse data to predict asset failure/identify priority improvements required • Complete capital expenditure programme associated with developing the network • Minimise the disruptions to water supplies • Provide a restricted supply of water to customers on rural water schemes • Implement leak detection and reduction programme 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	The average consumption of drinking water per day per resident within the Waimate district (M)	Average normal demand < 840 litres per day	Average normal demand < 840 litres per day
	Percentage of real water loss from Council's network reticulation systems (M)	Real water loss - <35%	Real water loss - <35%
	The number of unprogrammed maintenance interruptions to the urban network	Unprogrammed maintenance interruptions - <5	Unprogrammed maintenance interruptions - <5
The number of unprogrammed maintenance interruptions to the rural network	Unprogrammed maintenance interruptions - <50	Unprogrammed maintenance interruptions - <50	

HOW ARE THESE ACTIVITIES FUNDED?

Operating expenditure is funded in the following way. For further information on how these activities are funded, refer to the Revenue and Financing Policy and Funding Impact Statements

	General Rate	Civic Amenities Rate	Targeted Rate	User Fees and Charges	Other Income
Urban Water			100%		
Rural Water Supplies Managed by Council			100%		
<ul style="list-style-type: none"> • Hook/Waituna • Otaio/Makikihi • Waihaorunga • Cannington/Motukaika • Lower Waihao • Waikakahi 					
Cattle Creek Water Supply	100%				
Downlands Water Supply			100%		
Hakataramea Water Supply	100%				

WHAT WE HAVE PLANNED

Significant Projects	Summary	Expenditure			
		2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 - 2027/28 \$000
Cannington - renewals	Various programmed renewals	5	5	5	41
Cannington - Drinking Water compliance upgrade	Upgrades required to meet the Drinking-water Standards for New Zealand-filtration/UV treatment	700	-	-	-
Cannington - Pratts Pumphouse - New Board and Telemetry	Electrical upgrade / DLC / SCADA Link	-	-	-	25
Cannington - Pratts Pumphouse - Pump 1 Renewal	Programmed pump replacement	-	-	-	5
Cannington - Pratts Chlorine Analyser	Second residual chlorine analyser for scheme	-	-	-	17
Cannington - Renewal maintenance of Intake Weir	Programmed maintenance	-	-	-	15
Hook / Waituna - renewals	Various programmed renewals	20	-	-	151

ACTIVITY STATEMENTS
WATER SUPPLY

Significant Projects	Summary	Expenditure			
		2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 - 2027/28 \$000
Hook / Waituna - Drink Water Intake/Plant Compliance Upgrade	Filtration upgrade to meet Drinking-water Standards for New Zealand	400	-	-	-
Hook / Waituna - Simmons Pumphouse Panel and Telemetry	Electrical upgrade / PLC / SCADA Link	-	23	-	-
Hook / Waituna - O`Donnells Pumphouse Panel and Telemetry	Electrical upgrade / PLC / SCADA Link	-	-	23	-
Hook / Waituna - Garlands Pumphouse Telemetry	Electrical upgrade / PLC / SCADA Link	-	-	-	9
Hook / Waituna - Simmons Pumphouse Pump 2 Renewal and fittings	Programmed pump replacement	6	-	-	-
Hook / Waituna - O`Donnells Pumphouse Pump 1 Renewal	Programmed pump replacement	-	-	-	4
Hook / Waituna - Tekit Pumphouse Pump 2 Renewal	Programmed pump replacement	-	3	-	-
Hook / Waituna - Simmons Pumphouse Pump 1 Renewal	Programmed pump replacement	-	-	-	5
Hook / Waituna - Garlands Road Chlorine Analyser (Monitoring)	Second residual chlorine analyser	-	16	-	-
Hook / Waituna - Flow meter replacement	Programmes flow meter replacement	-	-	-	7
Lower Waihao - renewals	Various programmed renewals	5	5	5	30
Lower Waihao - Drink Water Intake/Plant Compliance Upgrade	Installation of UV reactor and filtration to comply with Drinking-water Standards for New Zealand	15	797	921	-
Lower Waihao - Glenavy Township Mains Renewal	Programmed water main replacement	-	-	-	160
Lower Waihao - Glenavy Township Restrictor Renewal	Programmed restrictor renewals	-	-	-	23
Lower Waihao - Glenavy Chlorine Monitoring Station	Second residual chlorine analyser	-	-	-	58
Lower Waihao - Lower Waihao Reservoir Telemetry Renewal	Programmed telemetry renewal	-	8	-	-

ACTIVITY STATEMENTS
WATER SUPPLY

Significant Projects	Summary	Expenditure			
		2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 - 2027/28 \$000
Lower Waihao - Lower Waihao Boost Pump 3 Renewal	Programmed pump renewal	-	-	-	7
Lower Waihao - Telemetry - Lower Waihao Boost Renewal	Programmed telemetry renewal	-	-	-	9
Lower Waihao - Flow meter replacement	Programmed flow meter renewal	-	-	-	7
Lower Waihao - Old Ferry Road 150mm AC renewal	Programmed water main renewal	40	-	43	45
Otaio / Makikihi - renewals	Various programmed renewals	17	-	-	-
Otaio / Makikihi - New Bore Redundancy	Second bore installation	-	-	-	133
Otaio / Makikihi - Wilton - 2500m 80mm PVC + 400m 32 OD	Programmed water main renewal	-	28	29	-
Otaio / Makikihi - Makikihi Township Mains Renewal	Programmed water main renewal	-	-	-	82
Otaio / Makikihi - Makikihi Township Restrictor Renewal	Programmed restrictor renewals	-	-	-	12
Otaio / Makikihi - Tavistock Bore - treatment - filter & UV	Additional compliance equipment - UV reactor and filtration	167	-	-	-
Otaio / Makikihi - Makikihi Chlorine Monitoring Station	Second residual chlorine analyser	-	-	-	58
Otaio / Makikihi - Flow meter replacement	Programmed flow meter replacement	-	-	-	6
Waihaorunga - Renewals	Various programmed renewals	4	-	-	11
Waihaorunga - Drink Water Intake/Plant Compliance Upgrade	Upgrade to meet Drinking-water Standards for New Zealand - UV reactor, filtration, and water mains	8	514	527	-
Waihaorunga - Takitu Pumphouse - New Board and Telemetry	Electrical upgrade / PLC / SCADA Link	-	-	-	24
Waikakahi - renewals	Various programmed renewals	5	5	5	41
Waikakahi - Pipe renewals	Programmed water main renewals	-	-	-	38
Waikakahi - Drink Water Intake/Plant Compliance Upgrade	Upgrade to meet Drinking-water Standards for New Zealand - UV reactor, filtration, water mains, and re-establish intake	15	1,439	1,474	-

ACTIVITY STATEMENTS
WATER SUPPLY

Significant Projects	Summary	Expenditure			
		2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 - 2027/28 \$000
Waikakahi - Dyer/Cochrane - 800m 40 OD	Programmed water main renewal	5	-	-	-
Waikakahi - Elephant Hill Rd Dyer -1.5km 63 OD (16bar), 1km	Programmed water main renewal	29	-	-	-
Waikakahi - Mehrstens/ Cameron 700m 32 OD	Programmed water main renewal	-	-	-	5
Waikakahi - Harrison B/T 1.5km 63 OD	Programmed water main renewal	-	-	-	12
Waikakahi - McKay/ Francis 1.3km 40 OD	Programmed water main renewal	-	-	-	13
Waikakahi - H Dyer Back Face	Programmed water main renewal	5	-	-	-
Waikakahi - LW WK Booster PH - Pump 4	Programmed pump replacement	-	-	-	16
Waikakahi - Dog Kennel Road PH - Pump 1	Programmed pump replacement	-	-	-	22
Waikakahi - Telemetry - Claytons Reservoir	Programmed telemetry renewal	8	-	-	-
Waikakahi - Telemetry - Dog Kennel PH	Programmed telemetry renewal	-	-	-	9
Waikakahi - Telemetry - Dog Kennel Repeater	Programmed telemetry renewal	8	-	-	-
Waikakahi - Telemetry - Waikakahi Reservoir	Programmed telemetry renewal	-	-	-	8
Waikakahi - Pump 2 Renewal	Programmed pump replacement	28	-	-	-
Waimate Urban Water - Rising main renewals	Programmed water main renewals	214	220	-	-
Waimate Urban Water - Lateral renewals	Programmed service lateral renewals	60	62	63	493
Waimate Urban Water - AC Water main renewals	Programmed asbestos cement water main renewals	110	113	116	903
Waimate Urban Water - CI Water main renewals	Programmed cast iron water main renewals	160	164	168	1,314
Waimate Urban Water - Pressure Management	Implement pressure management to reduce water loss	-	77	-	-

ACTIVITY STATEMENTS
WATER SUPPLY

Significant Projects	Summary	Expenditure			
		2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 - 2027/28 \$000
Waimate Urban Water - Tim Rd Retic Sub Pump 1: SP160-7 92kW	Programmed pump replacement	-	-	-	28
Waimate Urban Water - Tim Rd Retic Sub Pump VFD VLT6000	Programmed UFD replacement	-	-	-	38
Waimate Urban Water - Tim Rd Retic Sub Pump VFD VLT2800	Programmed UFD replacement	-	-	-	3
Waimate Urban Water - Tim Rd Retic Sub Pump 1 Harmonic Filter	Programmed harmonic filter replacement	25	-	-	28
Waimate Urban Water - Tim Rd Retic Sub Pump 1 Harmonic Filter	Programmed harmonic filter replacement	-	-	-	-
Waimate Urban Water - Man Rd Plant - treatment - filter & UV	Upgrade to continue compliance with inking-water Standards for New Zealand - UV reactor and filter	167	-	-	-
Waimate Urban Water - Tim Rd Plant - treatment - filter & UV	Upgrade to continue compliance with inking-water Standards for New Zealand - UV reactor and filter	-	279	-	-
Waimate Urban Water - Waimate Reservoir Chlorine Analyser	Second residual chlorine analyser	-	16	-	-
Waimate Urban Water - Waimate Reservoir Wash Down Pump	Programmed pump replacement	-	-	4	-
Waimate Urban Water - Telemetry - Waimate Reservoir	Programmed telemetry renewal	8	-	-	-
Waimate Urban Water - Telemetry - Timaru Rd Plant	Programmed telemetry renewal	-	-	-	9
Waimate Urban Water - Telemetry - Manchesters Bore	Programmed telemetry renewal	-	-	-	9
Waimate Urban Water - Fire Hydrant Upstand with meter	Hydrant upstand to monitor water taken from the urban reticulation	2	-	-	-

**ACTIVITY STATEMENTS
WATER SUPPLY**

Significant Projects	Summary	Expenditure			
		2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 - 2027/28 \$000
Waimate Urban Water - Waimate Reservoir Cover Replacement	Programmed reservoir cover replacement	-	-	-	117
Waimate Urban Water - Waimate Reservoir 240V Switch Board	Programmed switch board renewal	-	8	-	-

Water Supply Group Prospective Funding Impact Statement for the years ended 30 June 2018 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	11	2	1	1	1	1	1	1	1	1	1
Targeted rates	2,005	2,167	2,351	2,554	2,718	2,879	3,065	3,269	3,484	3,696	3,922
Subsidies and grants for operating purposes	133	-	-	-	-	-	-	-	-	-	-
Fees and charges	19	19	20	20	21	21	22	22	23	24	24
Interest and dividends from investments	22	23	19	12	11	10	10	9	8	7	6
Internal charges and overheads recovered	96	110	49	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringements fees other	39	39	55	56	116	118	74	76	77	79	80
Total operating funding	2,326	2,359	2,494	2,643	2,867	3,029	3,172	3,377	3,592	3,806	4,034
Applications of operating funding											
Payments to staff and suppliers	986	1,058	1,077	1,103	1,135	1,172	1,199	1,227	1,265	1,296	1,340
Finance costs	36	26	60	92	118	126	133	140	135	140	144
Internal charges and overheads applied	570	750	846	982	1,144	1,177	1,197	1,198	1,214	1,215	1,191
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	1,592	1,834	1,983	2,177	2,398	2,475	2,529	2,565	2,613	2,650	2,675
Surplus / (deficit) of operating funding	734	525	512	467	469	554	643	812	980	1,156	1,358
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	22	22	22	23	23	24	25	25	26	27	28
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	22	22	22	23	23	24	25	25	26	27	28
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	1,743	3,399	2,968	348	95	51	60	61	56	58
Capital expenditure - to replace existing assets	852	491	385	415	467	491	399	627	490	428	417
Increase/(decrease) in reserves	(96)	(1,687)	(3,249)	(2,894)	(322)	(8)	218	151	454	698	912
Total applications of capital funding	755	547	534	489	492	578	668	838	1,005	1,183	1,386
Surplus/(deficit) of Capital Funding	(734)	(525)	(512)	(467)	(469)	(554)	(643)	(812)	(980)	(1,156)	(1,358)
Funding balance											
	-	-	-	-	-	-	-	-	-	-	-

**Rural Water Supply
Prospective Funding Impact Statement
for the years ended 30 June 2019 to 2028**

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	11	2	1	1	1	1	1	1	1	1	1
Targeted rates	1,334	1,446	1,579	1,737	1,859	1,976	2,117	2,283	2,457	2,628	2,811
Subsidies and grants for operating purposes	133	-	-	-	-	-	-	-	-	-	-
Fees and charges	3	3	3	3	3	3	3	4	4	4	4
Interest and dividends from investments	22	23	19	12	11	10	10	9	8	7	6
Internal charges and overheads recovered	76	90	28	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringements fees other	39	39	55	56	116	118	74	76	77	79	80
Total operating funding	1,618	1,602	1,686	1,809	1,991	2,109	2,206	2,372	2,547	2,718	2,902
Applications of operating funding											
Payments to staff and suppliers	718	791	805	822	850	879	896	917	943	968	999
Finance costs	36	26	60	92	118	126	133	140	135	140	144
Internal charges and overheads applied	337	452	501	615	766	790	795	789	788	780	752
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	1,090	1,269	1,366	1,529	1,735	1,794	1,824	1,846	1,866	1,887	1,895
Surplus / (deficit) of operating funding	528	334	320	280	256	314	382	526	681	831	1,008
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	11	11	11	11	11	12	12	12	13	13	14
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	11	11	11	11	11	12	12	12	13	13	14
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	1,290	2,760	2,921	300	17	-	7	7	-	-
Capital expenditure - to replace existing assets	67	198	83	111	159	108	74	159	147	75	52
Increase/(decrease) in reserves	471	(1,144)	(2,513)	(2,741)	(191)	201	319	372	539	769	969
Total applications of capital funding	538	344	331	291	268	326	394	538	693	844	1,021
Surplus/(deficit) of Capital Funding	(528)	(334)	(320)	(280)	(256)	(314)	(382)	(526)	(681)	(831)	(1,008)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

Urban Water Supply
Prospective Funding Impact Statement
for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties											
Targeted rates	672	721	771	818	859	903	948	986	1,026	1,068	1,111
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	16	16	16	17	17	18	18	19	19	20	20
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	20	20	21	21	22	22	23	23	24	25	26
Local authority fuel tax, fines, infringements fees other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	708	757	808	856	898	942	989	1,028	1,070	1,112	1,157
Applications of operating funding											
Payments to staff and suppliers	268	267	272	281	285	293	303	309	321	328	341
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	233	298	345	388	400	410	425	433	450	460	465
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	502	565	617	669	685	703	728	742	771	788	806
Surplus / (deficit) of operating funding	206	192	191	187	213	240	261	286	299	325	351
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	11	11	11	12	12	12	13	13	13	14	14
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	11	11	11	12	12	12	13	13	13	14	14
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	453	638	47	49	77	51	53	54	56	58
Capital expenditure - to replace existing assets	785	293	301	304	308	384	324	468	343	353	364
Increase/(decrease) in reserves	(568)	(543)	(737)	(153)	(131)	(209)	(102)	(222)	(85)	(70)	(57)
Total applications of capital funding	217	203	203	199	225	252	274	299	312	338	365
Surplus/(deficit) of Capital Funding	(206)	(192)	(191)	(187)	(213)	(240)	(261)	(286)	(299)	(325)	(351)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

WASTE MANAGEMENT GROUP

WHAT WE DO:

- Provide a range of refuse collection and disposal services for urban and rural areas of Waimate District for homes and businesses.
- Provide a range of recycling services for urban and rural areas of Waimate District for homes and businesses.
- Operate a resource recovery park to process and sell recyclable materials and to transfer residual waste to landfill in Timaru District.
- Provide education regarding recycling and waste reduction.

WHY WE PROVIDE IT:

Waste Management is necessary for the health and wellbeing of the community and environment. It supports business activity and should encourage waste minimisation across all sectors ensuring compliance with the provisions and directions of the Waste Minimisation Act 2008. Council has a statutory requirement to ensure adequate waste services are provided.

COMMUNITY OUTCOMES

ACTIVITY	COMMUNITY OUTCOMES
WASTE MANAGEMENT	<p>Safe and Healthy People</p> <ul style="list-style-type: none"> • A place where people are safe in their homes, work and public spaces • Our services, infrastructure and environment enhance quality of life <p>Sustainable District and Environment</p> <ul style="list-style-type: none"> • We value the natural environment, biodiversity and landscapes

EFFECTS ON THE COMMUNITY

Our groups and activities can have a range of effects on the community. The positive effects have been outlined under the heading "Why we do it", and in our Community Outcomes. Potential negative effects are identified in the table below.

EFFECT	HOW WE INTEND TO MITIGATE THE EFFECT
There is an economic cost of providing this service for our community. If Council reduces or stops the collection service for waste and recycling then it may be to the detriment of the environment.	Council continue to seek improvements to the collection services.

OUR CHALLENGES AND PRIORITIES

This is a summary of identified challenges and priorities that will impact on the activities within this group. Some explanation is also given of how Council will address these issues in our planning and service delivery.

- Reduction of organics to landfill – Council will shortly be consulting on its Waste Minimisation Plan and will propose to provide a better collection service and increased education.
- Waste minimisation – Council understand we need to provide improved services and increased education

LEVELS OF SERVICE AND PERFORMANCE MEASURES

1. CONVENIENT AND ACCESSIBLE WASTE MANAGEMENT SERVICES

How we do it	<ul style="list-style-type: none"> • Provide a range of refuse collection and disposal services for urban and rural areas for households and businesses • Manage and maintain all aspects of the solid waste operation including a competitive tender process and management of solid waste contract • Provision of customer service request system 24 hours a day, 7 days a week • Provide solid waste facilities according to set hours of opening 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Resident satisfaction with waste management services	85%	85%
	Council provides access to kerbside refuse collection	67% of the district's properties	67% of the district's properties
	Council provides access to kerbside recycling collection services	45% of the district's properties	45% of the district's properties
	Council provides rural recycling drop-off points	At least 6	At least 6

2. COUNCIL MANAGES THE WASTE MANAGEMENT SERVICES WISELY

How we do it:	<ul style="list-style-type: none"> • Manages solid waste facilities under the conditions of the Resource Consent • Apply for renewal of solid waste consents as required • Monitor ongoing regulatory change for solid waste activities • Waste is diverted from the landfill to the resource recovery park 		
How we measure performance		Year 1—3 Target	Year 4—10 Target
	Compliance with Resource Consent conditions	Full compliance	Full compliance
	Reduce the percentage of residual waste to landfill	<49%	<49%

3. PUBLIC INFORMATION AND PROGRAMMES PROMOTE WASTE MINIMISATION AND APPROPRIATE SORTING OF WASTE

How we do it:	<ul style="list-style-type: none"> • Provide opportunities for the public, community organisations and businesses to learn about waste minimisation, including talks, tours, business support and event support • Provide and disseminate written educational material to promote services available, waste minimisation and appropriate sorting of waste • Conduct audits of kerbside collection for appropriate recycling • Promote waste minimisation programmes • Zero Waste programme 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Waste minimisation information and education programmes are provided in a range of formats	Two programmes annually	Two programmes annually

HOW ARE THESE ACTIVITIES FUNDED?

Operating expenditure is funded in the following way. For further information on how these activities are funded, refer to the Revenue and Financing Policy and Funding Impact Statements

	General Rate	Civic Amenities Rate	Targeted Rate	User Fees and Charges	Other Income
Waste Management - Collection			100%		
Waste Management - Resource Recovery Park			90%	10%	

WHAT WE HAVE PLANNED

Significant Projects	Summary	Expenditure			
		2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 - 2027/28 \$000
Waste Management - Wheelie Bin Replacements	Programmes wheelie bin renewals	3	3	3	24
Waste Management - Public refuse/recycle Bins - Public Toilet	Install refuse and recycling bin facilities - public toilets	4	-	-	-
Waste Management - Public refuse/recycle Bins - Boland Park	Install refuse and recycling bin facilities - Boland Park	-	4	-	-
Waste Management - Weighbridge	Install weighbridge at Resource Recovery Park	-	-	120	-
Waste Management - Compactor	Install compactor at Resource Recovery Park	-	-	119	-

Waste Management Group
Prospective Funding Impact Statement
for the years ended 30 June 2018 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	948	1,009	1,043	1,121	1,160	1,188	1,214	1,240	1,243	1,270	1,278
Subsidies and grants for operating purposes	31	32	33	33	34	35	35	36	37	38	39
Fees and charges	112	112	114	116	119	122	124	127	130	133	137
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	20	32	32	32	23	27	32	37	42	47	51
Local authority fuel tax, fines, infringements fees other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	1,111	1,185	1,222	1,302	1,336	1,372	1,406	1,440	1,453	1,488	1,505
Applications of operating funding											
Payments to staff and suppliers	905	873	890	908	927	948	970	991	1,015	1,040	1,066
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	148	294	294	300	304	309	315	318	322	329	333
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	1,053	1,166	1,184	1,208	1,231	1,257	1,284	1,309	1,337	1,370	1,400
Surplus / (deficit) of operating funding	58	19	37	94	105	116	121	131	116	118	105
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	4	4	239	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	6	3	3	3	3	3	3	3	4	4	4
Increase/(decrease) in reserves	52	12	30	(148)	102	112	118	127	112	115	102
Total applications of capital funding	58	19	37	94	105	116	121	131	116	118	105
Surplus/(deficit) of Capital Funding	(58)	(19)	(37)	(94)	(105)	(116)	(121)	(131)	(116)	(118)	(105)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

STORMWATER GROUP

WHAT WE DO:

Council provides stormwater drainage systems for the removal of surface water following rainfall events.

WHY WE PROVIDE IT:

Stormwater collection and disposal enable the roading network to function, protecting people and property, minimising the effects on the environment.

COMMUNITY OUTCOMES

ACTIVITY	COMMUNITY OUTCOMES
STORMWATER	<p>Thriving Community</p> <ul style="list-style-type: none"> • A District that provides infrastructure for economic activity <p>Safe and Healthy People</p> <ul style="list-style-type: none"> • A place where people are safe in their homes, work and public spaces • Our services, infrastructure and environment enhance quality of life

EFFECTS ON THE COMMUNITY

Our groups and activities can have a range of effects on the community. The positive effects have been outlined under the heading “Why we do it”, and in our Community Outcomes. Potential negative effects are identified in the table below.

EFFECT	HOW WE INTEND TO MITIGATE THE EFFECT
Absence of an adequate stormwater system can have severe economic effects for our community.	Systems designed to a certain capacity based on ability to pay.
Potential increased rainfall events due to climate change puts pressure on the stormwater system	Council have increased the budget to make and improvements to the stormwater system.

OUR CHALLENGES AND PRIORITIES

This is a summary of identified challenges and priorities that will impact on the activities within this group. Some explanation is also given of how Council will address these issues in our planning and service delivery.

To provide a safe environment to protect people and property. Council are undertaking a number of joint projects with stormwater and roading.

LEVELS OF SERVICE AND PERFORMANCE MEASURES

1. MAINTAIN RELIABLE STORMWATER NETWORK SERVICES

<p>How we do it</p>	<ul style="list-style-type: none"> • Maintain stormwater scheme networks and respond to service failures • Develop and implement system for recording flooding events • Manage growth of network • Monitor demand on all stormwater schemes • Collection and disposal of stormwater via stormwater schemes • Monitor condition and performance of stormwater reticulation and assets • Complete capital expenditure programme associated with improving and developing the network 		
<p>How we measure performance:</p>		<p>Years 1—3 Target</p>	<p>Years 4—10 Target</p>
<p>Number of flooding events that occur in our district (M)</p> <p>Each flooding event, number of habitable floors affected in the district (M). Expressed per 1000 properties connected to the Council's stormwater system</p>	<p><1 per 1000 properties</p>	<p><1 per 1000 properties</p>	
<p>Continuous access to the service is provided with no blockages to the pipework measured by complaints</p>	<p>Nil Complaints</p>	<p>Nil Complaints</p>	
<p>Capital works programme</p>	<p>Capital works programme completed annually</p>	<p>Capital works programme completed annually</p>	

2. DELIVER STORMWATER SERVICES ACCORDING TO REQUIRED ENVIRONMENTAL STANDARDS

How we do it:	<ul style="list-style-type: none"> • Manage and monitor stormwater systems under conditions of resource consents • Monitor ongoing regulatory changes to stormwater activities • Develop a Demand Management Plan for the Stormwater activity • Update and review Risk Management Strategy • Investigate options for stormwater treatment • Develop stormwater quality monitoring systems • Apply for and receive stormwater resource consents within necessary time period 		
How we measure performance		Year 1—3 Target	Year 4—10 Target
	Compliance with Resource Consents for discharge from stormwater system (M)	No abatement notices, infringement notices, enforcement orders and convictions	No abatement notices, infringement notices, enforcement orders and convictions

3. MAINTAIN EXCELLENT CUSTOMER SERVICE FOR STORMWATER SYSTEMS

How we do it:	<ul style="list-style-type: none"> • Provide a customer service request system 24 hours a day, 7 days a week • Investigate and rectify stormwater service complaints in a timely manner • Maintain stormwater scheme networks and respond to service failures or faults in a timely manner 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Median response time to attend a flooding event.* (M)	<120 minutes	<120 minutes
	Number of complaints received about the performance of the stormwater system (M)	<1.5 per 1000 properties	<1 per 1000 properties
	User satisfaction with stormwater services	85%	85%

* Flooding event means an event where stormwater enters a habitable floor. Measured from the time of notification to the time that service personnel reach the site.

HOW ARE THESE ACTIVITIES FUNDED?

Operating expenditure is funded in the following way. For further information on how these activities are funded, refer to the Revenue and Financing Policy and Funding Impact Statements

	General Rate	Civic Amenities Rate	Targeted Rate	User Fees and Charges	Other Income
Stormwater - Waimate Urban	100%				
Stormwater - Elephant Hill Drain			100%		

ACTIVITY STATEMENTS
STORMWATER

WHAT WE HAVE PLANNED

Significant Projects	Summary	Expenditure			
		2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 - 2027/28 \$000
Stormwater - Manse Street (Town Belt to Harris)	Installation of stormwater mains, sump and kerb and channel upgrades to reduce instances of surface flooding in town.	39	-	-	-
Stormwater - Belt Street to Town Belt	Installation of stormwater mains, sump and kerb and channel upgrades to reduce instances of surface flooding in town.	40	-	-	-
Stormwater - Pipeline, New Sumps Intersection Shearman/Glasgow	Installation of stormwater mains, sump and kerb and channel upgrades to reduce instances of surface flooding in town.	104	-	-	-
Stormwater - Weather Station - in township	Installation of stormwater mains, sump and kerb and channel upgrades to reduce instances of surface flooding in town.	7	-	-	-
Stormwater - Queen Street Upgrade	Installation of stormwater mains, sump and kerb and channel upgrades to reduce instances of surface flooding in town.	-	134	-	-
Stormwater - Herbert St 225 iron pipe crossing	Installation of stormwater mains, sump and kerb and channel upgrades to reduce instances of surface flooding in town.	-	6	-	-
Stormwater - SW Manhole SW171 Replacement	Programmed manhole replacement	-	-	-	6
Stormwater - CCTV assessment of storm water mains.	On-going assessment of stormwater mains to inform renewal projections	5	-	5	18

Stormwater Drainage Group
Prospective Funding Impact Statement
for the years ended 30 June 2018 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	103	93	105	115	115	114	117	116	116	119	119
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringements fees other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	103	93	105	115	115	114	117	116	116	119	119
Applications of operating funding											
Payments to staff and suppliers	31	26	27	28	29	29	30	31	32	33	34
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	42	35	45	51	49	48	47	45	45	43	42
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	73	61	72	78	78	77	77	76	76	76	76
Surplus / (deficit) of operating funding	29	32	34	37	37	36	40	40	39	43	43
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	4	4	4	4	4	4	4	4	4	5	5
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	4	4	4	4	4	4	4	4	4	5	5
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	160	195	67	5	-	6	-	6	-	6	-
Capital expenditure - to replace existing assets	-	-	73	-	-	-	-	6	-	-	-
Increase/(decrease) in reserves	(127)	(159)	(102)	35	41	35	44	32	44	41	47
Total applications of capital funding	33	36	37	41	41	41	44	44	44	47	47
Surplus/(deficit) of Capital Funding	(29)	(32)	(34)	(37)	(37)	(36)	(40)	(40)	(39)	(43)	(43)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

SEWERAGE GROUP

WHAT WE DO:

Waimate District Council operates a waste water collection and treatment system for the majority of the Waimate township. Some outlying areas of the Waimate township and the smaller towns of St Andrews, Makikihi, Studholme, Morven and Glenavy are not serviced. The treatment plant was upgraded in 2002/03 to include screen, oxidation and maturation ponds with the treated effluent going to a land disposal area before entering the general environment. The Waimate Sewerage system comprises:

- 35km of gravity sewer mains
- 5km of rising sewer mains
- 15km of gravity lateral connections
- 307 manholes or inspection eyes
- One treatment and disposal facility

It is Council policy to implement programmes for the relocation of wastewater disposal areas from riverbeds, wetlands or the margins of rivers, lakes and the coast and to implement programmes to reduce, and eventually cease, the discharge of waste from the Council's sewage reticulation and treatment systems into natural waters.

WHY WE PROVIDE IT:

Waimate District Council is required by statute i.e. the Health Act 1956 and the Local Government Act 2002 to protect the health of the community and the environment by collecting, treating and appropriately disposing of treated wastewater.

This assists expansion and development of the township by enabling smaller lot sizes and averages the cost of treating and disposing of the treated effluent across the broader community

COMMUNITY OUTCOMES

ACTIVITY	COMMUNITY OUTCOMES
SEWERAGE	<p>Thriving Community</p> <ul style="list-style-type: none"> • A district that provides infrastructure for economic activity <p>Safe and Healthy People</p> <ul style="list-style-type: none"> • A place where people are safe in their homes, work and public spaces <p>Sustainable District and Environment</p> <ul style="list-style-type: none"> • We value the natural environment, biodiversity and landscapes

EFFECTS ON THE COMMUNITY

Our groups and activities can have a range of effects on the community. The positive effects have been outlined under the heading “Why we do it”, and in our Community Outcomes. Potential negative effects are identified in the table below.

EFFECT	HOW WE INTEND TO MITIGATE THE EFFECT
Potential overflow situations if sewerage infrastructure is not maintained to the right standard	Council plan to renew many of the sewerage pipe within the next 10 years, and will continue to closely monitor the infrastructure.

OUR CHALLENGES AND PRIORITIES

This is a summary of identified challenges and priorities that will impact on the activities within this group. Some explanation is also given of how Council will address these issues in our planning and service delivery.

Ensure adequate services are provided and maintained for the wellbeing of the public. Council monitors the condition and performance of the sewerage network regularly.

Stormwater infiltration into the sewer network. Council plan to undertake a survey of the sewer network to identify problem areas.

Ageing Infrastructure

Infrastructure doesn't last for ever. The ageing of infrastructure affects the service that is provided.

Some of our sewerage network to 1915. Safe to say it is getting a little old and tired. Unfortunately, the type of pipes which were installed during the 1950s don't last that long and are also due for renewal soon. Our strategy is to work out which pipes are in the worst condition and are the most critical for the consistent service supply and replace these first.

LEVELS OF SERVICE AND PERFORMANCE MEASURES

1. MAINTAIN RELIABLE SEWERAGE NETWORK SERVICES

How we do it	<ul style="list-style-type: none"> • Maintain wastewater scheme networks and respond to service failures • Manage growth of network • Monitor condition and performance of wastewater reticulation and assets • Complete capital expenditure programme associated with improving and developing the network • Ongoing pipe investigation programme 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Number of dry weather overflows from the sewerage system (M)	<2 per 1000 connections	<2 per 1000 connections
	Annual pipe investigation completed	Target completed	Target Completed
	Capital works programme	Capital works programme completed	Capital works programme completed

2. DELIVER SEWER SERVICES ACCORDING TO REQUIRED ENVIRONMENTAL STANDARDS

How we do it:	<ul style="list-style-type: none"> • Manage and monitor sewerage treatment and disposal system under conditions of resource consent • Monitor quality of effluent • Monitor ongoing regulatory change for wastewater activities • Treatment and disposal of domestic and industrial wastewater via the wastewater schemes • Update and review Risk Management Strategy 		
How we measure performance		Year 1—3 Target	Year 4—10 Target
	Compliance with Resource Consents for discharge from sewerage system (M)	No abatement notices, infringement notices, enforcement orders and convictions	No abatement notices, infringement notices, enforcement orders and convictions

3. MAINTAIN EXCELLENT CUSTOMER SERVICE FOR SEWERAGE SYSTEM

How we do it:	<ul style="list-style-type: none"> • Provide a customer service request system 24 hours a day, 7 days a week • Investigate and rectify sewer services and wastewater odour complaints • Maintain wastewater scheme networks and respond to service failures or faults • Manage the collection, treatment and disposal of domestic and industrial wastewater • Monitor demand on all wastewater schemes 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Median attendance and resolution times to sewerage overflows resulting from blockages or other faults* (M)	Median attendance time <60 minutes Median resolution time <12 hours	Median attendance time <60 minutes Median resolution time <12 hours
	Total complaints received about: 1. Sewer odour 2. Sewerage system faults 3. Sewerage system blockages 4. The WDC response to sewerage system issues (M)	3 or fewer complaints per 1000 connections	3 or fewer complaints per 1000 connections
	User satisfaction with sewerage services	85%	85%
<p>* Attendance: from the time Council receives notification to the time that service personnel reach site Resolution: from the time Council receives notification to the time that service personnel confirm resolution of the fault or interruption.</p>			

ACTIVITY STATEMENTS
SEWERAGE

HOW ARE THESE ACTIVITIES FUNDED?

Operating expenditure is funded in the following way. For further information on how these activities are funded, refer to the Revenue and Financing Policy and Funding Impact Statements

	General Rate	Civic Amenities Rate	Targeted Rate	User Fees and Charges	Other Income
Sewerage			100%		

WHAT WE HAVE PLANNED

Significant Projects	Summary	Expenditure			
		2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 - 2027/28 \$000
Sewer - Waimate Urban Renewals	Various programmed renewals	22	242	306	2,501
Sewer - Aerator 1	Programmed aerator replacement	-	34	-	-
Sewer - Edward Street Upgrade (Renewal)	Programmed sewer main renewal to prevent surcharging	551	-	-	-
Sewer - Cable Extension for Aerator 1	Cable extension to facilitate moving aerator one	-	20	-	-
Sewer - Smoke Testing Equipment	Equipment purchase to enable smoke testing to locate illegal connections	-	4	-	-
Sewer - Weather Station - at WWTP	Install weather station for compliance monitoring	6	-	-	-
Sewer - Permanent D.O. Probe and control - Dual Probe	Install monitoring for compliance	-	10	-	-
Sewer - Telemetry - WWTP	Programmed telemetry upgrade / renewal	8	-	-	-
Sewer - WWTP Electric Winch for Sewer Pumps	New winch to lift sub pumps	-	-	2	-
Sewer - WWTP Submersible Pump 1 Renewal	Programmed pump renewal	-	-	21	-
Sewer - WWTP Submersible Pump 2 Renewal	Programmed pump renewal	-	-	-	22
Sewer - WWTP Milliscreen	Programmed milliscreen renewal	-	-	-	72
Sewer - WWTP Electrics General 240, 24 Volts	Programmed switchboard upgrade	-	-	-	13
Sewer - WWTP In flow Meter Renewal	Programmed flow meter renewal	-	-	-	5

**ACTIVITY STATEMENTS
SEWERAGE**

Significant Projects	Summary	Expenditure			
		2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 - 2027/28 \$000
Sewer - WWTP Out flow Meter Renewal	Programmed flow meter renewal	-	-	-	7
Sewer - WWTP Repair of Riprap wall on Ponds	Repair eroded riprap walls at wastewater treatment plant	40	-	-	-
Sewer - WWTP Alarming/ monitoring of Out flow Meter	Install monitoring on out flow meter	-	4	-	-
Sewer - Pond bypass Valves Renewal	Replace pond bypass valves	-	-	13	-
Sewer - Disposal Field Border Dyke Maintenance	General maintenance of boarder dykes	11	-	-	-
Sewer - Telemetry - Milford	Programmed telemetry renewal	-	-	-	9
Sewer - Milford - Flygt Controller (PLC)	Programmed pump controller renewal	-	-	-	3

SEWERAGE

Sewerage and Sewage Group

Prospective Funding Impact Statement

for the years ended 30 June 2018 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	495	532	563	597	627	659	692	727	757	789	822
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	52	52	54	55	56	58	59	61	63	65	67
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	9	28	6	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringements fees other	3	3	3	3	3	3	3	3	3	3	3
Total operating funding	559	614	625	655	686	719	754	791	823	856	891
Applications of operating funding											
Payments to staff and suppliers	156	180	185	190	188	193	198	203	209	216	222
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	165	214	238	242	251	256	262	268	276	282	284
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	321	394	423	431	438	448	460	471	485	498	506
Surplus / (deficit) of operating funding	238	220	202	223	248	271	294	320	338	359	385
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	16	16	16	17	17	18	18	19	19	20	20
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	16	16	16	17	17	18	18	19	19	20	20
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	282	38	5	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	243	357	276	337	314	360	370	380	391	402	415
Increase/(decrease) in reserves	11	(402)	(95)	(102)	(49)	(71)	(58)	(41)	(34)	(23)	(10)
Total applications of capital funding	254	236	219	240	265	289	312	338	357	379	406
Surplus/(deficit) of Capital Funding	(238)	(220)	(202)	(223)	(248)	(271)	(294)	(320)	(338)	(359)	(385)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

ROADING & FOOTPATHS GROUP

WHAT WE DO:

The main purpose of this activity is to provide for the safe, convenient and efficient movement of people and goods around and through the district. This is achieved by providing a network of roads, footpaths, bridges, signs and markers, street lights and associated drainage systems. The Roding Activity is managed by Waimate District Councils Roding Team, who manage most aspects of the activity internally, although the physical maintenance of the Roding assets is externally contracted. New Zealand Transport Agency (NZTA) is Councils co - investment partner for roading and the works programme which is approved on a three year cycle in the Regional Land Transport Plan.

The objective of this activity is to ensure that the condition of the roading network is maintained at an appropriate level, for all parts of the Network. This is delivered by Planned and reactive maintenance to remedy defects and Replacement (renewal) of assets that have reached the end of their life or are in substandard condition

Planned and reactive maintenance

- Repairing pot holes and other defects in the road carriageway.
- Unsealed road grading and metalling
- Drainage and culvert maintenance
- Repairing defects in bridges
- Rural verge mowing and vegetation control.
- Maintenance of road signs and road markings
- Street cleaning and rubbish removal from street litter bins
- Repairing defects in street footpaths
- Operation and repair of the street lighting network

Replacement (renewal) of assets

- Resealing of sealed roads
- Rehabilitation of sealed road pavements
- Replacement of kerb and channel and culverts
- Replacement and upgrading of bridges
- Renewal of road signs
- Renewal of street lighting
- Renewal of footpaths

Roding Assets

Asset	Number	Length
Length of Road		1373 km
Sealed Road		644 km
Unsealed Road		729 km
Bridges and Large Culverts	182	3362 m
Culverts	3444	3845 m
Concrete Fords	77	1565 m
Kerb & Channel		48244 m
Signs	3047	
Street Lights	567	
Footpaths		59 km

WHY WE DO IT:

Local Government was first organised in Waimate in 1864 with the formation of a Roads Board for the purpose of building roads. Roding was recognised as crucial to the development of the settlement.

The Road Network is still essential to the functioning of the District's economy. Maintaining roads is a core function of Council. Maintenance work is required to keep Council's roading assets functioning from day to day and protected from further damage.

The roading infrastructure deteriorates as it is used. Some assets last a long time such as bridges which are designed to last 100 years, and some are much shorter such as signs which last between 10 and 20 years. Although these design lives are only used as a guide for planning purposes, actual replacement is based upon condition. Renewal works are planned to replace assets that have failed or are nearing failure. As an example a seal road surfacing needs to be replaced every 8-18 years to maintain water proofing.

There are several key Acts of Parliament that determine Councils legal role in Transport. These include the Local Government Act 2002 and the Land Transport Management Act 2003. Council is required to control activities on roads and ensure the unhindered passage of the public along any road. While Council may choose the level at which it will maintain road assets and provide services, it must take sufficient precautions to protect the general safety of the public, traffic and workmen on or near any road.

COMMUNITY OUTCOMES

ACTIVITY	COMMUNITY OUTCOMES
ROADING & FOOTPATHS	<p>Thriving Community</p> <ul style="list-style-type: none"> • A district that provides infrastructure for economic activity <p>Safe and Healthy People</p> <ul style="list-style-type: none"> • A place where people are safe in their homes, work and public spaces • Our services, infrastructure and environment enhance quality of life <p>Active, Diverse and Supportive Community</p> <ul style="list-style-type: none"> • District assets provide recreation and leisure choice

WHAT WE DON'T DO:

- State Highways
- Any issues on private roads and property
- Rural entranceways pavement and culverts
- Control of plant pests
- Urban stormwater beyond the sump.

EFFECTS ON THE COMMUNITY

Our groups and activities can have a range of effects on the community. The positive effects have been outlined under the heading “Why we do it”, and in our Community Outcomes. Potential negative effects are identified in the table below.

EFFECT	HOW WE INTEND TO MITIGATE THE EFFECT
Vehicle crashes can cause significant negative health and economic effects.	<ul style="list-style-type: none"> • Council is a part of South Canterbury Road Safety which promotes and educates the community on road safety issues. • Make improvements to the roading network to improve safety eg. widening. • Speed restrictions are imposed to help ensure that motorists travel at speeds that are appropriate for the road.
Activities on the road such as stock crossings, stock droving and vehicle entrances	Council's Roding Bylaw and District Plan support the protection of its road network by regulating the behaviour of people who impact on road conditions.
Dust from unsealed road effect on Houses	Council contribute 50% of the cost for the dust suppression sealing for existing Houses
The cost of providing the services.	Council uses competitive tendering processes to achieve best value for money for works it undertakes.
Emissions from traffic	On Waimate District roads traffic volumes are very low and there are no locations where motor vehicles emissions are known to be present issues

OUR CHALLENGES AND PRIORITIES

This is a summary of identified challenges and priorities that will impact on the activities within this group. Some explanation is also given of how Council will address these issues in our planning and service delivery.

We operate a 'Budget' network which is challenged by changes in demand

Council's Roading programme reflects the changing situation and includes a greater investment in maintenance and renewals..

- Increase in sealed pavement maintenance and renewal
- Increase in unsealed road metalling
- Safety and resilience improvement projects

Poor Drainage

Much of the network is located on difficult soils which are poorly drained. Council is investing additional money to improve drainage to protect sealed and unsealed pavements.

Ageing Infrastructure

Infrastructure doesn't last for ever. For example, the chipseal on our roads lasts for about 15 years. Even the gravel on the roads need to be topped up regularly to keep it sound. The ageing of infrastructure affects the service that is provided.

We have ongoing renewals planned for our roading assets, where we renew road surfaces as needed. Investment needs to be increased in order to keep up with the wear and tear caused by traffic, particularly heavy vehicles, to our roads. We plan to focus particularly on improving drainage of our roading network to prevent and minimise water damage. This, along with increased maintenance, will help to extend the life of these roads and keep them fit for purpose for longer.

Addressing our Deteriorating Road

Our roading network really is the backbone of our District. Think about it — every time you hop in the car, or on your bike, or in the tractor, to go somewhere; to work, down the farm, to the shop, to visit a friend, off on holiday, to the pub, you are using our roads. These roads are essential to our economy and to the social life of our communities. We really would be lost without them!

But here is the issue, some of our roads are deteriorating faster than in the past. There are a whole bunch of reasons for this; the age of some of our roads, the standard to which they were first built, the increasing number of heavy vehicles, the heavier weights of these vehicles, and heavy rain events and flooding causing damage.

We need to address this issue. If we want our roads to keep getting us to all the places we need to get to, we have no choice but to increase our investment in our roads now.

All this is not to say we should rush out and replace all our roads right now though. We know that by increasing the amount of maintenance, and improving drainage, we will be able to extend the life of some of these roads, and reduce additional water damage during rain events.

We need to invest more in these two areas, maintenance and drainage, in order to provide roads of a safe and acceptable standard. We also need to keep this level of investment up across the 10 years of this Plan to ensure we don't create a back-log of maintenance work. Preventing this ongoing deterioration is a long term job.

LEVELS OF SERVICE AND PERFORMANCE MEASURES

1. PROVIDE QUALITY ROADS

How we do it	<ul style="list-style-type: none"> • Planned and reactive maintenance <ul style="list-style-type: none"> Repairing pot holes and other defects in the road carriageway. Unsealed road grading and metalling Drainage and culvert maintenance Repairing defects in bridges Rural verge mowing and vegetation control. Maintenance of road signs and road markings Street cleaning and rubbish removal from street litter bins Operation and repair of the street lighting network • Replacement (renewal) of assets <ul style="list-style-type: none"> Resealing of sealed roads Rehabilitation of sealed road pavements Replacement of drains, channels and culverts Replacement and upgrading of bridges Renewal of road signs and street lighting Renewal of footpaths • Manage inspection and condition rating of roading network assets • Good Road Assessment and Maintenance Management (RAMM) data • Work collaboratively with neighbouring Councils • Manage the roading forward works renewals and improvements programme • Undertake Activity Management planning to ensure future needs for all transport modes • Investigate improvement projects and long term network needs 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Resident satisfaction with sealed roads	85%	85%
	Resident satisfaction with unsealed roads	85%	85%
	Average quality of ride on a sealed local roads (M)	Smooth Travel Exposure: 94%	Smooth Travel Exposure: 94%

2. RESPOND TO CUSTOMER COMPLAINTS AND REQUESTS IN A TIMELY MANNER

How we do it	<ul style="list-style-type: none"> • Provide customer service request system 24 hours a day, 7 days a week • Investigate and rectify roading and footpaths complaints 		
How we measure performance		Year 1—3 Target	Year 4—10 Target
	Percentage of customer service requests relating to roads and footpaths responded to within 5 working days (M)	100%	100%
	Percentage of reported maintenance related faults that are likely to affect driver behaviour responded to within 2 working days (M)	100%	100%

3. PROVIDE A SAFE TRANSPORT ENVIRONMENT

How we do it	<ul style="list-style-type: none"> • Conduct safety audits on aspects of the district's roading network • Deliver quality community road safety campaigns to improve road behaviour and awareness • Monitor road accident statistics and locations • Manage vehicle crossings and road opening processes • Ensure Traffic Management Plans are in place for all road works sites • Licence and monitor all stock crossings 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	The change from the previous year in the number of fatalities and serious injury crashes on local road network (M)	Number of fatalities and serious injury crashes is less than the previous year on an annual basis	Number of fatalities and serious injury crashes is less than the previous year on an annual basis
	Licence and monitor all cow crossings	All known cow crossings licensed 10% of licences audited annually for compliance	All known cow crossings licensed 10% of licences audited annually for compliance

4. PROVIDE WELL MAINTAINED FOOTPATHS

How we do it	<ul style="list-style-type: none"> • Monitor, inspect and audit footpath assets • Manage footpath renewals and maintenance • Determine future footpath projects based on defined prioritisation approach 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Resident satisfaction with footpaths	60%	60%
	Compliance with footpath prioritisation model	No more than 7km non- complaint	No more than 7km non- complaint
	Percentage of footpaths that fall within a condition rating of 1-3* (M)	92% of footpaths fall within a condition rating of 1-3	92% of footpaths fall within a condition rating of 1-3

5. PROVIDE ADEQUATE RESURFACING OF THE ROAD NETWORK

How we do it	<ul style="list-style-type: none"> • Monitor and inspect the state of the roading network, including traffic counts, pavement roughness and condition • Renewals implemented at the right time with the right treatment 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Percentage of the sealed local road network that is resurfaced (M)	>5.5%	>5.5%
	Annual quantity of metal spread on unsealed roads	11,000 m3	11,000 m3

* As detailed in the Roothing Activity Management Plan

ACTIVITY STATEMENTS
ROADING & FOOTPATHS

HOW ARE THESE ACTIVITIES FUNDED?

Operating expenditure is funded in the following way. For further information on how these activities are funded, refer to the Revenue and Financing Policy and Funding Impact Statements

	General Rate	Civic Amenities Rate	Targeted Rate	User Fees and Charges	Other Income
Roading and Footpaths			52%	48%	

WHAT WE HAVE PLANNED

Significant Projects	Summary	Expenditure			
		2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 - 2027/28 \$000
Sealed Road Resurfacing	Resealing chip seals have a limited useful life, Resealing is programmed on an as needed basis to arrest and prevent the deterioration of the road surface.	1,250	1,278	1,306	10,214
Drainage Construction	Construction of new surface drainage asset	195	199	229	2,135
Culvert Replacement	Renewal or installation of culverts	107	109	136	1,039
Kerb & Channel Renewal	Replace of kerb & channel renewal and sumps	123	126	178	1,239
Concrete Ford Renewal	Concrete ford renewal	45	46	47	360
Pavement Rehabilitation	Replacement / restoration of strength to pavement.	301	308	315	3,364
Structures component replacement	Bridge upgrade, deck , beam replacement etc.	152	155	158	1,559
Sign Renewal	Replace signs and edge markers	59	60	61	469
Lighting Renewal	Replacement street lights	-	-	-	144
Low Risk- Low Cost Improvements	Includes seal widening and safety improvements	330	337	350	2,620
Bridge improvements	Bridge upgrade or replacement	-	463	-	1,653
Footpath Renewal	Replacement of footpath pavements	150	153	157	1,199
Minor Improvements non Subsidy	Improvement upgrade of footpath etc	25	26	26	200
Dust Seal	Council share of dust sealing	50	51	52	400
Roading Development	Development & new footpath (Council share of new asset required for development.)	60	61	63	480

Roading and Footpaths Group
Prospective Funding Impact Statement
for the years ended 30 June 2018 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	2,334	2,552	2,735	2,917	3,048	3,181	3,274	3,375	3,464	3,555	3,652
Subsidies and grants for operating purposes	984	1,399	1,429	1,490	1,666	1,694	1,731	1,770	1,811	1,853	1,896
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringements fees other	65	99	101	103	59	60	62	63	65	67	68
Total operating funding	3,383	4,049	4,265	4,510	4,773	4,935	5,067	5,208	5,339	5,474	5,616
Applications of operating funding											
Payments to staff and suppliers	2,190	2,560	2,617	2,724	3,023	3,074	3,142	3,212	3,285	3,361	3,439
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	321	414	416	434	435	444	463	466	469	487	487
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	2,511	2,974	3,033	3,158	3,458	3,518	3,605	3,678	3,754	3,848	3,926
Surplus / (deficit) of operating funding	872	1,075	1,232	1,352	1,315	1,417	1,462	1,530	1,585	1,626	1,690
Sources of capital funding											
Subsidies and grants for capital expenditure	1,672	1,708	2,023	1,847	2,037	2,391	2,129	2,177	2,555	2,278	2,676
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	1,672	1,708	2,023	1,847	2,037	2,391	2,129	2,177	2,555	2,278	2,676
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	872	465	822	491	496	892	518	530	952	555	995
Capital expenditure - to replace existing assets	2,070	2,382	2,550	2,587	2,900	3,093	3,030	3,098	3,307	3,242	3,464
Increase/(decrease) in reserves	(398)	(63)	(117)	121	(43)	(177)	43	79	(119)	108	(94)
Total applications of capital funding	2,544	2,783	3,255	3,198	3,353	3,808	3,592	3,707	4,140	3,904	4,366
Surplus/(deficit) of Capital Funding	(872)	(1,075)	(1,232)	(1,352)	(1,315)	(1,417)	(1,462)	(1,530)	(1,585)	(1,626)	(1,690)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

ORGANISATION & GOVERNANCE GROUP

WHAT WE DO:

The Organisation & Governance Group includes the following activities provided by Council:

- Central Administration
- Community Representation
- Investments and Finance
- Strategy

CENTRAL ADMINISTRATION

Central Administration comprises the core services that Council provides to its activity areas in order to support efficient delivery of each activities' outcomes. An appropriate operating structure of Council is the main function of Central Administration.

In the Corporate Services group, this includes Customer Service, Cleaning, Finance, Information Technology, Records & Archiving. In the Community and Strategy Group, Strategic Development, Monitoring & Reporting, Economic Development & District Promotions, Library, Emergency Management.

In the Regulatory and Compliance Group, this includes District Planning, Building, Environmental, Animal Management.

In the Asset Group, this includes Sewer, Stormwater, Waste Management, Water Supply (Urban & Rural) & Roding, Property, Parks, Swimming Pool, Camping and Cemetery.

COMMUNITY REPRESENTATION

Community representation ensures that the Mayor, Councillors and Officers receive the support and guidance required to deliver the high standard of service expected in the district.

Elected Members and community representatives are the voice of the community in this group. In order that Council decisions are made in the interest of the district, it is the role of these Elected Members to give due consideration to the issues at hand. Council has a further duty to review and respond to issues of special significance to the district, and from time to time represent the district views with Central Government.

The Elected Members form the governance layer for the District. They agree Council's strategy, approve non-mandatory Council activities, and monitor the performance of Council on behalf of the districts residents and ratepayers.

INVESTMENTS AND FINANCE

The Investment & Finance function is an activity of Council with the following objectives:

- Manage Council's forestry investment assets
- Manage Council's cash-flow position, ensuring sufficient funds are available to pay creditors as well as investing any surplus in order to maximise interest return.
- Maintain Council's relationship with Council's principal bankers ensuring appropriate debt facilities are available when required.
- Manage the other investments of Council, principally its investment in Alpine Energy

STRATEGY

This activity comprises of the processes that support the Council's decision-making, for example, strategic planning, policy development, and monitoring and reporting.

Long Term Plans are produced 3 yearly, while Annual Plans are produced in the intervening two years. The Draft Long Term Plan is rigorously examined by Audit NZ before releasing to the community, who may comment by way of submission.

The Annual Financial Report summaries the financial performance of Council every 30 June, but is supported throughout the year by quarterly reports.

WHY WE PROVIDE IT:

These activities help ensure:

- A well-organised and efficiently run Central Administration activity will result in Council fully supporting its activity areas in achieving their aims and ensure the community gets the most value from Council services.
- Basis for fair and equitable decision making in the district. It ensures there is a robust governance framework underpinning decisions, and that these decisions comply with legal requirements. It also gives the residents and ratepayers in Waimate district the opportunity to participate in the decisions affecting their district.
- Careful management of Council investments should yield investment returns that, in turn, support the activities of Council. Council assumes a minimum return in its plans. Investment returns above expectation provide an additional fiscal benefit for the Council to redistribute as determined by policy.

COMMUNITY OUTCOMES

ACTIVITY	COMMUNITY OUTCOMES
CENTRAL ADMINISTRATION	Safe and Healthy People <ul style="list-style-type: none"> • Our services, infrastructure and environment enhance quality of life
COMMUNITY REPRESENTATION	Safe and Healthy People <ul style="list-style-type: none"> • Our services, infrastructure and environment enhance quality of life Active, Diverse and Supportive Community <ul style="list-style-type: none"> • All people are encouraged to participate in our democratic processes
INVESTMENTS AND FINANCE	Safe and Healthy People <ul style="list-style-type: none"> • Our services, infrastructure and environment enhance quality of life Sustainable District and Environment <ul style="list-style-type: none"> • A district that is enhanced through sustainable and diverse development • We value the natural environment, biodiversity and landscapes

ACTIVITY	COMMUNITY OUTCOMES
STRATEGY	<p>Thriving Community</p> <ul style="list-style-type: none"> • A district that provides infrastructure for economic activity • A district that encourages development • A district that actively promotes itself and its businesses <p>Safe and Healthy People</p> <ul style="list-style-type: none"> • A place where people are safe in their homes, work and public spaces • Our services, infrastructure and environment enhance quality of life <p>Sustainable District and Environment</p> <ul style="list-style-type: none"> • A district that is enhanced through sustainable and diverse development • Our heritage is valued and protected • We value the natural environment, biodiversity and landscapes <p>Active, Diverse and Supportive Community</p> <ul style="list-style-type: none"> • All people are encouraged to participate in our democratic processes • District assets provide recreation and leisure choice • We celebrate and support the good things about our community

EFFECTS ON THE COMMUNITY

Our groups and activities can have a range of effects on the community. The positive effects have been outlined under the heading “Why we do it”, and in our Community Outcomes. Potential negative effects are identified in the table below.

EFFECT	HOW WE INTEND TO MITIGATE THE EFFECT
<p>Where Community Representation fails to reflect adequately the interests of the district, a decision may be made which affects a proportion of the population without consideration to their views.</p> <p>In addition, without robust governance around the decision making process, said decisions may prove unenforceable thereby significantly influencing Council’s ability to operate effective or efficiently.</p>	<p>Council mitigates these risks providing as wide a basis for collecting residents’ views as possible – via public forums, direct or collective conversations, special consultations, ward meetings or written correspondence.</p> <p>Furthermore, Council aims to have the appropriate level of expertise available to it in order that decisions are made correctly, according to policy, and legally according to statute.</p>
<p>Poorly executed Investment or cash-flow management may affect financial returns, or increase the cost or level of debt required to service activities.</p>	<p>Council mitigates the economic risk by ensuring appropriate controls and reporting are in place around investment returns and interest costs. Council ensures it has representation at Alpine Energy meetings and has regular dialogue with its principal bank.</p>
<p>Council relies on Central Administration to support its activities. In the event Central Administration cannot support an activity or activities, either by being unable to provide appropriate expertise to the activity or within appropriate budget limits, levels of service or the cost of delivery will be negatively impacted.</p>	<p>Council mitigates this risk by ensuring appropriate structures, plans, controls and reports are in place in each activity. In addition, Council provides its staff & volunteers with training, support and a safe working environment.</p>

OUR CHALLENGES AND PRIORITIES

This is a summary of identified challenges and priorities that will impact on the activities within this group. Some explanation is also given of how Council will address these issues in our planning and service delivery.

Community Representation

Local Government Elections are due to be held in 2019, 2022 & 2025.

Council's challenge is receiving adequate nominations. Council is mindful to be proactive in promoting the opportunity to join Local Government.

Central Administration

Central Administration is required to adapt to support the key issues of the activity areas.

Within the next 10 years, the Information Technology environment of Council will require review. Council will monitor the development and relevant technology options and their applicability to the organisation. Council continuously upgrades componentry to ensure the IT environment is current.

Investment Finance

Financial assumptions around inflation, interest rates and cost-indices all influence the costs and returns in the Investment & Finance activity. However, Council has little control over these factors, and will continue with frequent monitoring.

The forestry area is subject to the emerging issue of Central Governments intents for the Forestry industry in New Zealand. Council is monitoring the development of this issue as it may have an impact on its requirement to expand or enhance its forestry portfolio.

LEVELS OF SERVICE AND PERFORMANCE MEASURES

1. PROVIDE GOOD QUALITY GOVERNANCE FOR THE COMMUNITY IN AN OPEN AND TRANSPARENT MANNER

How we do it	<ul style="list-style-type: none"> • Lead, govern and make decisions about the overall direction of the Council on behalf of the community • Carry out regular Council and Standing Committee meeting programmes which are open to the public • Develop and implement planned policy review programme • Review, develop and adopt existing and new policy for issues as they arise • Maintain relationships with iwi • Fulfil the purpose of Local Government and all statutory obligations, as set by the Local Government Act 2002 and other relevant legislation • Prepare and adopt statutory planning and reporting documents as required (Annual Plan, Annual Report and Long Term Plan) • Conduct Elections, By-elections and Representation Reviews as required 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Provide opportunities for the community to raise local issues	Public forum timeslot for every ordinary Council meeting	Public forum timeslot for every ordinary Council meeting
	Compliance with Local Government Act planning, and accountability	Audits of plans and reports receive a clear opinion	Audits of plans and reports receive a clear opinion
	Response time to Local Government Official Information and Meeting Act (LGOIMA) requests	100% responded to within statutory time-frame	100% response within statutory time-frame
	Residents are satisfied with performance of elected members	85%	85%

2. COMMUNICATE WITH THE COMMUNITY

How we do it:	<ul style="list-style-type: none"> • Provide opportunities for community engagement, including public forums, informal consultation and Special Consultative Procedures (SCPs) • Communicate Council activities to the community via WDC website, print and social media • Maintain an up-to-date website which is available 24 hours a day, 7 days a week 		
How we measure performance		Year 1—3 Target	Year 4—10 Target
	Resident satisfaction with sufficiency of the information supplied by Council	85%	90%
	Continue to grow Facebook following	Number of Facebook likes increase annually	Number of Facebook likes increase annually
	Continue to grow WDC web-site visitors	Number of website visitors increases annually	Number of website visitors increases annually
	Write regular media releases and articles	Number of media releases and articles increases	Number of media releases and articles increases

3. ADVOCATE FOR THE COMMUNITY

How we do it:	<ul style="list-style-type: none"> • Prepare submissions on issues that will, or may impact the Waimate District community • Advocate on district issues on behalf of the community • Maintain, collaborate and develop relationships and partnerships with other agencies to provide solutions to district issues • Communicate issues of importance that may require advocacy to the community 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Formal WDC submissions are made to agencies	4 submissions per year	4 submission per year

ORGANISATION & GOVERNANCE

HOW ARE THESE ACTIVITIES FUNDED?

Operating expenditure is funded in the following way. For further information on how these activities are funded, refer to the Revenue and Financing Policy and Funding Impact Statements

	General Rate	Civic Amenities Rate	Targeted Rate	User Fees and Charges	Other Income
Central Administration				100%	
Community Representation		100%			
Investments and Finance	100%				
Strategy	100%				

WHAT WE HAVE PLANNED

Significant Projects	Summary	Expenditure			
		2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 - 2027/28 \$000
Governance - Elections	3 early election of Mayor and Councillors.	-	36	-	79
Support Services - Servers	IT infrastructure - periodic replacement.	-	-	-	204
Support Services - Telephone/PABX Upgrade	Update of system.	-	15	-	17
Support Services - UPS	Replacement to ensure high availability of IT system.	-	15	-	17
Support Services - Magiq upgrades	Regular updates of Council's financial systems.	10	10	52	173
Asset Management - SCADA	Water monitoring system.	9	-	4	13

**Organisation and Governance Group
Prospective Funding Impact Statement
for the years ended 30 June 2018 to 2028**

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	(67)	(33)	(33)	2	15	36	79	83	114	153	166
Targeted rates	984	871	879	902	920	937	961	978	998	1,025	1,044
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	767	849	758	758	758	758	758	758	759	759	759
Internal charges and overheads recovered	2,954	3,522	3,760	4,050	4,280	4,420	4,514	4,554	4,593	4,648	4,500
Local authority fuel tax, fines, infringements fees other	305	161	164	167	171	174	178	451	249	2,970	196
Total operating funding	4,943	5,370	5,528	5,879	6,143	6,326	6,491	6,825	6,712	9,554	6,665
Applications of operating funding											
Payments to staff and suppliers	3,330	4,056	4,037	4,137	4,245	4,284	4,357	4,515	4,514	4,630	4,759
Finance costs	171	156	217	415	568	649	645	627	602	561	369
Internal charges and overheads applied	1,154	1,047	1,054	1,093	1,125	1,151	1,184	1,207	1,226	1,264	1,151
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	4,656	5,259	5,309	5,645	5,938	6,084	6,185	6,349	6,342	6,454	6,279
Surplus / (deficit) of operating funding	288	111	219	234	205	242	306	476	370	3,100	386
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	(26)	3,400	4,200	3,000	1,600	-	(500)	(600)	(1,000)	(3,900)	(1,500)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	(26)	3,400	4,200	3,000	1,600	-	(500)	(600)	(1,000)	(3,900)	(1,500)
Applications of capital funding											
Capital expenditure - to meet additional demand	-	35	49	-	-	-	39	55	-	-	-
Capital expenditure - to improve the level of service	-	417	251	180	268	91	382	366	158	281	173
Capital expenditure - to replace existing assets	160	3,059	4,119	3,054	1,538	152	(616)	(545)	(788)	(1,080)	(1,287)
Increase/(decrease) in reserves	103	3,059	4,119	3,054	1,538	152	(616)	(545)	(788)	(1,080)	(1,287)
Total applications of capital funding	262	3,511	4,419	3,234	1,805	242	(194)	(124)	(630)	(800)	(1,114)
Surplus/(deficit) of Capital Funding	(288)	(111)	(219)	(234)	(205)	(242)	(306)	(476)	(370)	(3,100)	(386)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

Central Administration
Prospective Funding Impact Statement
for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	2,557	3,390	3,484	3,580	3,660	3,726	3,830	3,893	3,966	4,069	4,119
Local authority fuel tax, fines, infringements fees other	75	64	65	66	68	69	71	72	74	76	78
Total operating funding	2,632	3,454	3,549	3,647	3,728	3,796	3,901	3,965	4,040	4,145	4,197
Applications of operating funding											
Payments to staff and suppliers	2,341	3,095	3,161	3,237	3,274	3,333	3,419	3,460	3,527	3,622	3,670
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	145	153	159	167	177	180	183	188	197	204	209
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	2,487	3,248	3,320	3,404	3,451	3,513	3,602	3,648	3,724	3,825	3,878
Surplus / (deficit) of operating funding	145	206	229	243	277	283	299	317	317	320	318
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	35	49	-	-	-	39	55	-	-	-
Capital expenditure - to replace existing assets	160	417	251	180	268	91	382	366	158	281	173
Increase/(decrease) in reserves	(14)	(246)	(72)	63	9	192	(122)	(104)	159	39	145
Total applications of capital funding	145	206	229	243	277	283	299	317	317	320	318
Surplus/(deficit) of Capital Funding	(145)	(206)	(229)	(243)	(277)	(283)	(299)	(317)	(317)	(320)	(318)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

Community Representation
Prospective Funding Impact Statement
for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	936	823	830	852	869	885	908	924	942	967	986
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	4	4	4	4	4	4	4	4	4	4	4
Internal charges and overheads recovered	-	16	16	15	16	16	15	16	16	15	16
Local authority fuel tax, fines, infringements fees other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	940	842	850	871	888	905	927	943	962	986	1,005
Applications of operating funding											
Payments to staff and suppliers	392	471	515	487	497	544	516	526	578	548	560
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	535	358	359	370	378	386	397	403	411	423	430
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	927	829	873	857	875	930	913	929	989	972	991
Surplus / (deficit) of operating funding	12	13	(23)	13	13	(25)	14	14	(27)	14	14
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves	12	13	(23)	13	13	(25)	14	14	(27)	14	14
Total applications of capital funding	12	13	(23)	13	13	(25)	14	14	(27)	14	14
Surplus/(deficit) of Capital Funding	(12)	(13)	23	(13)	(13)	25	(14)	(14)	27	(14)	(14)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

Investments and Finance
Prospective Funding Impact Statement
for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	(607)	(598)	(587)	(569)	(562)	(550)	(532)	(526)	(513)	(494)	(487)
Targeted rates	48	48	49	50	51	52	53	55	56	57	59
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	763	846	754	754	754	755	755	755	755	755	755
Internal charges and overheads recovered	350	108	255	448	596	672	662	637	605	557	357
Local authority fuel tax, fines, infringements fees other	231	207	99	101	103	105	107	379	174	2,894	118
Total operating funding	785	610	570	784	942	1,033	1,045	1,300	1,077	3,770	802
Applications of operating funding											
Payments to staff and suppliers	165	136	128	145	144	137	161	153	146	156	153
Finance costs	171	156	217	415	568	649	645	627	602	561	369
Internal charges and overheads applied	238	248	250	260	269	279	290	298	294	304	175
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	574	540	596	820	982	1,064	1,095	1,078	1,042	1,020	697
Surplus / (deficit) of operating funding	211	70	(26)	(36)	(40)	(31)	(50)	221	35	2,750	105
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	(26)	3,400	4,200	3,000	1,600	-	(500)	(600)	(1,000)	(3,900)	(1,500)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	(26)	3,400	4,200	3,000	1,600	-	(500)	(600)	(1,000)	(3,900)	(1,500)
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves	185	3,470	4,174	2,964	1,560	(31)	(550)	(379)	(965)	(1,150)	(1,395)
Total applications of capital funding	185	3,470	4,174	2,964	1,560	(31)	(550)	(379)	(965)	(1,150)	(1,395)
Surplus/(deficit) of Capital Funding	(211)	(70)	26	36	40	31	50	(221)	(35)	(2,750)	(105)
Funding balance	-	-	0	0	0	-	-	-	-	-	-

Strategy

Prospective Funding Impact Statement

for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	540	566	554	571	577	587	611	609	627	646	654
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	46	9	5	7	8	6	7	9	5	7	8
Local authority fuel tax, fines, infringements fees other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	586	574	560	578	585	592	617	617	632	653	662
Applications of operating funding											
Payments to staff and suppliers	433	354	233	268	329	271	261	376	263	304	376
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	235	287	286	295	301	306	314	318	324	333	337
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	668	642	520	563	630	577	575	694	587	637	713
Surplus / (deficit) of operating funding	(82)	(67)	40	15	(45)	16	42	(76)	45	16	(51)
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves	(82)	(67)	40	15	(45)	16	42	(76)	45	16	(51)
Total applications of capital funding	(82)	(67)	40	15	(45)	16	42	(76)	45	16	(51)
Surplus/(deficit) of Capital Funding	82	67	(40)	(15)	45	(16)	(42)	76	(45)	(16)	51
Funding balance	-	-	-	-	-	-	-	-	-	-	-

DISTRICT PLANNING & REGULATORY SERVICES GROUP

WHAT WE DO:

The District Planning and Regulatory Services Group includes the following activities provided by Council:

- Animal Management
- Building Control
- Environmental Services
- Resource Management

The central focus of this group is administering Council's statutory and regulatory responsibilities across a wide number of statutes. Its primary concern is the protection of community health, safety and amenity. District Planning is also a major function of the group and is important not only to meet the needs of our communities ahead of change, but also so that we can retain the diversity, character and natural values that make the Waimate District so special.

ANIMAL MANAGEMENT

Animal Management is responsible for enforcing Council's bylaws and policies relating to dogs in our District. This activity focuses on promoting responsible dog ownership that allows owners to enjoy their dogs without infringing on the enjoyment and safety of others. To achieve this, Council works closely with the public to provide education around responsible pet ownership. An important facet of this work is visiting schools and early childhood centres, educating children how to interact with dogs.

We maintain a register of dogs within the District as part of our legislative responsibilities and this assists us to investigate and respond appropriately to dog related complaints. We also maintain a pound in Waimate to ensure we are able to deal appropriately with dogs and other animals which need to be contained.

We also work hard to ensure all wandering stock are attended to quickly, making sure our roads and residents are safe.

BUILDING CONTROL

Building Control is responsible for implementing and administering the provisions of the Building Control Act 2004. Under the Act, Council must maintain accreditation as a Building Control Authority (BCA) to be able to provide this service. The main purpose of the Act, and our work, is to provide regulation for building work, set a licensing regime for building practitioners and to set performance standards for buildings.

As an accredited BCA we ensure buildings are safe and healthy for the people who use them. Our work varies from consenting and inspecting new building developments to the standards set by the legislation, to ensuring existing buildings are safe and hazards are dealt with. The 2016 amendment to the Building Act now requires Council to ensure that all potentially Earthquake Prone Buildings within the District are assessed within the statutory time frame.

ENVIRONMENTAL SERVICES

The Environmental Services activity is primarily concerned with improving, maintaining and promoting public health, wellness and safety within our District.

The activity deals with a broad range of issues including food safety, noise control, containment of any infectious diseases, hazardous substances and health nuisances, liquor licensing, gambling control and offensive trades. Environmental Services also encompasses a number of activities in the community that require rules to safeguard public health and safety. These range from premises such as hairdressers, beauty salons, tattooists and skin piercing businesses, funeral directors and mobile shops, and the keeping of animals, poultry and bees.

Council has a contractual and joint shared service arrangement with Timaru District Council and Mackenzie District Council for the provision of environmental services and liquor licensing services.

The activity is also responsible for the administration and review of the Waimate District Consolidated Bylaws.

RESOURCE MANAGEMENT

The Resource Management Activity focuses on land use and the sustainable management of natural and physical resources within the Waimate District. This is achieved primarily through administering the Waimate District Plan, which has policies, rules and standards for a range of land use activities that reflect the responsibilities of Council under the Resource Management

Act 1991 and the Resource Legislation Amendment Act 2017.

The Waimate District Plan is prepared and administered as a function of this activity. The District Plan is the key tool for addressing the District's resource management issues and objectives. Council uses the District Plan to achieve integrated management of the effects of use, development and protection of land and associated natural and physical resources.

Other tasks include the processing and administering of land use and subdivision consents, notices of requirement, District Plan variations and processing of Land Information and Project Information Memoranda (LIMs and PIMs). Council also undertakes compliance monitoring, State of Environment reporting and is always available to provide policy advice on planning and development, conservation, design, heritage and environmental issues that affect our District.

WHY WE PROVIDE IT:

Our District Planning and Regulatory Services activities are in the business of safeguarding residents in every-day community life. This means residents don't need to worry their new house might fall over in a stiff breeze, or that wandering dogs will get into the rubbish bins. Residents don't need to stress that new developments might poison a stream, or that the food they buy hasn't been prepared hygienically. Council will take care of any late-night bag-pipe practices and will make sure that gambling and licensed liquor premises are doing things by the book.

Council is required to provide District Planning and Regulatory Service activities under a number of Acts of Parliament including, but not limited to; the Local Government Act, Resource Management Act, Dog Control Act, Building Act, Health Act, Sale and Supply of Alcohol Act and the Food Act. In addition, this group of activities also oversees and enforces our bylaws and District plan.

Although there are legislative drivers, Council sees this group of activities as contributing strongly to our vision of "Leading our communities towards a diverse, thriving and sustainable district."

These activities help ensure:

- Our built and natural environment is safe to live work and play in
- Building or land developments are managed in a safe and sustainable way
- Land is used appropriately through enforcing building and planning rules and legislation
- Any negative effects of activities which may occur in the District are minimised or managed (for example noise or wandering animals)
- Food premises are practicing a high standard of hygiene
- Communities and individuals are kept safe from nuisances;
- The natural and built environment is protected and enhanced to promote sustainable development

COMMUNITY OUTCOMES

ACTIVITY	COMMUNITY OUTCOMES
ANIMAL MANAGEMENT	Safe and Healthy People <ul style="list-style-type: none"> • A place where people are safe in their homes, work and public spaces • Our services, infrastructure and environment enhance quality of life
BUILDING CONTROL	Safe and Healthy People <ul style="list-style-type: none"> • A place where people are safe in their homes, work and public spaces • Our services, infrastructure and environment enhance quality of life
ENVIRONMENTAL SERVICES	Safe and Healthy People <ul style="list-style-type: none"> • A place where people are safe in their homes, work and public spaces • Our services, infrastructure and environment enhance quality of life
RESOURCE MANAGEMENT	Thriving Community <ul style="list-style-type: none"> • A district that encourages development Safe and Healthy People <ul style="list-style-type: none"> • A place where people are safe in their homes, work and public spaces • Our services, infrastructure and environment enhance quality of life

EFFECTS ON THE COMMUNITY

Our groups and activities can have a range of effects on the community. The positive effects have been outlined under the heading “Why we do it”, and in our Community Outcomes. Potential negative effects are identified in the table below.

EFFECT	HOW WE INTEND TO MITIGATE THE EFFECT
<p>Cost of compliance The cost of compliance (eg consent fees, dog registration, license fees etc) for all regulatory activities may be a barrier for some people and could have adverse economic effects on some operators.</p>	<p>Costs of these activities are set based on a user pays model and our publicly consulted funding policy. This recognises that benefits are primarily to individuals or services that are regulated by these activities. Council is very mindful of providing cost efficient services and review our internally set fees and charges annually to ensure they are appropriate and comparable to similar councils. Some fees are set by external bodies.</p>
<p>Conflict over consenting and regulation outcomes Some applicants might not agree with the outcome/decision of a consenting or regulatory process</p>	<p>We provide education and information on legislative requirements, building code requirements, bylaws and District Plan rules and policies.</p>
<p>Enforcement Enforcement of district planning requirements may impact on economic development.</p>	<p>Development proposals are subject to the District Plan and adverse environmental effects must be avoided, remedied, or mitigated. Council will ensure a robust District Plan in consultation with the community, which provides an appropriate balance between protecting people and the environment, while encouraging appropriate and sustainable development.</p>
<p>Restriction of rights Some people may believe their rights are restricted by regulations such as those managed by this group of activities (eg liquor ban, Dog Control Policy, and areas covered by general bylaws)</p>	<p>Council decision-making regarding policy and bylaws is made following sound examination of all options, potential effects and consequences, and community consultation when appropriate. Council provides information and advice on all legislative requirements relating to its activities</p>

OUR CHALLENGES AND PRIORITIES

This is a summary of identified challenges and priorities that will impact on the activities within this group. Some explanation is also given of how Council will address these issues in our planning and service delivery.

Legislative change

District Planning and Regulatory Services Group cover a variety of activities, functions and services under numerous statutes, policies and plans. Activities in this group are constantly subject to changes in the legislative framework, as has been seen in recent years with the introduction of the Sale and Supply of Alcohol Act 2012, Psychoactive Substances Act 2013, Food Act 2014, and the considerable amendments to the Building Act 2004 and the Resource Management Act 1999, and amendments to a number of National Policy Statements and National Environmental Standards. The District Planning and Regulatory Services Group is constantly working to keep abreast of all legislative change while maintaining a high level of service across all activities.

Resource Management Changes

The Resource Legislation Amendment Act 2017 (RLAA) is the second phase of the Resource Management Act (RMA) reform. It contains nearly 40 amendments and is the most comprehensive package of changes to the RMA since its inception 26 years ago. Most of the amendments took force in 2017. The amendments aim to provide stronger national direction, a more responsive planning process, a streamlined resource consent process and better alignment with other legislation. As the implications of these amendments become clearer, Council staff will continue to navigate both the administrative and operational changes, maintaining the necessary levels of protection for Council and the community.

National planning standards, environmental standards and policy statements marked for amendment or introduction in the next ten years, including Freshwater Management, Indigenous Biodiversity, Natural Hazards and Plantation Forestry may have a considerable impact on Council policy, the District Plan and our other activities. We will continue to closely monitor all changes in this area.

District Plan

We have a statutory requirement to review the Waimate District Plan by 2024. This is a major undertaking and public consultation will begin up to three years prior. It is possible that Plan Changes may be required before 2024 as a result of national planning standards, environmental standards and policy statement amendments and development. The District Plan Review and any Plan Changes are projects that require significant resources from Council and involve ongoing consultation with the community throughout the development process.

Evolving Technology

The introduction of new technology is a key issue across the District Planning and Regulatory Services activities. Council is always working to streamline and improve our interactions with customers and the community and advances in technology provide exciting opportunities in this area. New technologies should lead to increased efficiencies and access to improved data. There is always a cost and resource requirement to such developments and Council will work to ensure these are managed in the most efficient way.

Meeting increasing customer expectations

This group of activities is founded on meeting legislative requirements to maintain public safety and a healthy sustainable environment. Enforcing these rules can cause tension between Council and some customers. While Council must, in the first instance, meet legal obligations, we will endeavour to assist customers as much as possible within the framework that exists. Customers who pay fees for Council services under this group also have high expectations in terms of levels of services. It can be an ongoing challenge for the Council to meet these expectations with the resources available, given all the complexities of the service and the constantly evolving nature of the regulatory domain.

Maintaining building accreditation

The Waimate District Council Building Control department must maintain its accreditation as a Building Consent Authority. The accreditation has to be audited and scrutinised every two years with systems and skills being assessed against the new guidelines set by the Ministry of Business Innovation and Employment (MBIE) through International Accreditation New Zealand (IANZ).

LEVELS OF SERVICE AND PERFORMANCE MEASURES

1. PERFORM STATUTORY FUNCTIONS AS REQUIRED			
How we do it	<ul style="list-style-type: none"> Administer legislative requirements under District Planning and Regulatory Services related legislation Meet requirements to remain accredited as a Building Consent Authority Review District Plan, bylaws and related policies Monitor ongoing legislative and regulatory changes 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Retain accreditation as Building Consent Authority	Associated audit processes ensure accreditation retained	Associated audit processes ensure accreditation retained
	District Plan and bylaws reviewed within statutory time-frame	100% reviewed and adopted within statutory time-frame	100% reviewed and adopted within statutory time-frame
2. DELIVER TIMELY, EFFICIENT PROCESSING OF CONSENTS AND RELATED REQUIREMENTS			
How we do it	<ul style="list-style-type: none"> Process and grant building consents Process and grant resource consents Process and issue Land Information Memorandums (LIMs) and Project Information Memorandums (PIMs) Process and issue other Building Act requirements (eg notices to fix) Process Resource Management Act requirements (eg alterations to designations) 		
How we measure performance		Year 1—3 Target	Year 4—10 Target
	Building consent processing within statutory time-frames and average processing time	100% of building consents granted within 20 working days	100% of building consents granted within 20 working days
	Resource Consent processing to take place within statutory time-frames and average processing time	100% processed within 20 working days (non-notified) or 70 working days (notified)	100% processed within 20 working days (non-notified) or 70 working days (notified)
3. INVESTIGATE AND RESPOND TO PUBLIC COMPLAINTS			
How we do it	<ul style="list-style-type: none"> Respond to regulatory service complaints in a timely fashion Provision of customer service request system 24 hours a day, 7 days a week 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Response to food hygiene related complaints	All complaints actioned within 48 hours	All complaints actioned within 48 hours
	Response to late night party noise	All complaints actioned within 2 hours	All complaints actioned within 2 hours
	Response to environmental complaints	All complaints actioned within 10 working days	All complaints actioned within 10 working days

4. RESOURCE CONSENTS ARE MONITORED TO ENSURE COMPLIANCE

How we do it	<ul style="list-style-type: none"> • Monitor and enforce conditions of notified and non-notified Resource Consents • Monitor effects of development on the environment • Provide policy advice on planning and development in the District to ensure adherence to the Waimate District Plan and Resource Management Act 1991 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Percentage of implemented Resource Consents monitored	100% of implemented subdivision consents and notified land use consents monitored annually	100% of implemented subdivision consents and notified land use consents monitored annually
		50% of implemented non- notified land use consents monitored annually	50% of implemented non- notified land use consents monitored annually

5. PROTECT THE PUBLIC FROM DOG AND ANIMAL RELATED NUISANCES AND DANGERS

How we do it	<ul style="list-style-type: none"> • Investigate and respond to dog and animal related complaints • Enforce Council bylaws and policy pertaining to dogs • Statutory review of bylaws and policy pertaining to dogs • Impound dangerous and wandering dogs and animals • Maintain a safe pound • Maintain a register of dogs in the District • Provide public education on responsible ownership of dogs 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Response to wandering stock and animal related complaints	All complaints actioned within 2 hours	All complaints actioned within 2 hours
	Response to dog attacks on people and stock	All complainants interviewed within 2 hours of attack	All complainants interviewed within 2 hours of attack
	Percentage of known dogs in the District registered by 1 December	95% of all known dogs registered	95% of all known dogs registered

HOW ARE THESE ACTIVITIES FUNDED?

Operating expenditure is funded in the following way. For further information on how these activities are funded, refer to the Revenue and Financing Policy and Funding Impact Statements

	General Rate	Civic Amenities Rate	Targeted Rate	User Fees and Charges	Other Income
Animal Management	60%			40%	
Building Control	30%			70%	
Environmental Services	90%			10%	
Resource Management	85%			15%	

WHAT WE HAVE PLANNED

Significant Projects	Summary	Expenditure			
		2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 - 2027/28 \$000
Building Control - Online consenting	Council is working towards implementing technology which will enable the lodgement of building consents online.	20	-	-	-
Resource Management - District Plan Review	The current District Plan became operative on 28 February 2014 and would usually be reviewed within 10 years of that date. However, the recent changes through the Resource Legislation Amendment Act 2017 may result in the review taking place a year earlier to meet the new requirements.	-	179	182	-

DISTRICT PLANNING & REGULATORY SERVICES

District Planning & Regulatory Services Group

Prospective Funding Impact Statement

for the years ended 30 June 2018 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	654	507	533	558	569	576	581	593	604	615	623
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	484	475	484	493	504	515	527	539	552	566	580
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	12	34	34	25	19	22	25	25	25	28	31
Local authority fuel tax, fines, infringements fees other	7	3	3	3	3	3	3	3	3	3	4
Total operating funding	1,157	1,019	1,054	1,079	1,095	1,116	1,136	1,160	1,184	1,212	1,238
Applications of operating funding											
Payments to staff and suppliers	582	630	829	845	676	689	703	718	733	749	766
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	549	357	362	372	381	389	398	406	415	425	434
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	1,131	988	1,192	1,217	1,057	1,078	1,101	1,124	1,147	1,174	1,200
Surplus / (deficit) of operating funding	26	31	(138)	(138)	38	38	35	37	37	37	37
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	46	20	20	21	21	22	22	23	23	24	24
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	46	20	20	21	21	22	22	23	23	24	24
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	20	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	2	37	61	-	-	-	41	69	-	-	-
Increase/(decrease) in reserves	69	(6)	(179)	(117)	59	60	16	(9)	60	61	62
Total applications of capital funding	72	51	(118)	(117)	59	60	57	59	60	61	62
Surplus/(deficit) of Capital Funding	(26)	(31)	138	138	(38)	(38)	(35)	(37)	(37)	(37)	(37)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

Building Control Prospective Funding Impact Statement for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	221	171	187	194	197	199	197	201	207	210	212
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	282	295	301	307	313	320	328	335	343	352	360
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	4	4	2	3	3	4	5	2	3	4
Local authority fuel tax, fines, infringements fees other	7	3	3	3	3	3	3	3	3	3	3
Total operating funding	510	473	495	505	515	525	532	544	555	567	579
Applications of operating funding											
Payments to staff and suppliers	297	294	309	315	321	327	334	341	348	355	363
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	196	167	169	174	177	181	186	189	193	198	202
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	492	461	478	488	498	508	519	530	541	553	565
Surplus / (deficit) of operating funding	17	11	17	17	17	17	13	14	14	14	14
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	20	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	1	-	61	-	-	-	-	69	-	-	-
Increase/(decrease) in reserves	16	(9)	(44)	17	17	17	13	(55)	14	14	14
Total applications of capital funding	17	11	17	17	17	17	13	14	14	14	14
Surplus/(deficit) of Capital Funding	(17)	(11)	(17)	(17)	(17)	(17)	(13)	(14)	(14)	(14)	(14)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

Dog and Animal Control

Prospective Funding Impact Statement

for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	139	40	41	41	41	41	42	44	44	44	44
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	127	126	128	131	133	136	139	143	146	150	153
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	1	5	3	4	4	5	5	4	4	5	5
Local authority fuel tax, fines, infringements fees other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	267	170	172	175	179	182	187	190	194	198	203
Applications of operating funding											
Payments to staff and suppliers	55	107	109	110	112	114	117	119	121	124	126
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	209	53	54	56	57	58	60	61	62	64	66
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	264	160	163	166	169	173	176	180	184	188	192
Surplus / (deficit) of operating funding	3	9	9	9	9	9	10	10	10	11	11
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	-	37	-	-	-	41	-	-	-	-	-
Increase/(decrease) in reserves	3	(28)	9	9	9	9	(31)	10	10	11	11
Total applications of capital funding	3	9	9	9	9	9	10	10	10	11	11
Surplus/(deficit) of Capital Funding	(3)	(9)	(9)	(9)	(9)	(9)	(10)	(10)	(10)	(11)	(11)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

Environmental Services

Prospective Funding Impact Statement

for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	119	128	130	133	136	139	142	145	149	152	156
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	30	30	31	31	32	33	33	34	35	36	37
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	1	4	4	4	4	4	4	4	4	4	4
Local authority fuel tax, fines, infringements fees other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	150	162	165	169	172	176	180	184	188	193	197
Applications of operating funding											
Payments to staff and suppliers	71	78	79	81	83	84	86	88	90	93	95
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	80	84	86	88	90	92	94	96	98	100	102
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	150	162	165	169	172	176	180	184	188	193	197
Surplus / (deficit) of operating funding	-	-	-	-	-	-	-	-	-	-	-
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	-	-	-	-	-	-	-	-	-	-	-
Surplus/(deficit) of Capital Funding	-	-	-	-	-	-	-	-	-	-	-
Funding balance	-	-	-	-	-	-	-	-	-	-	-

Resource Management Prospective Funding Impact Statement for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	175	170	174	189	194	197	199	202	205	208	211
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	45	24	24	25	25	26	27	27	28	29	29
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	10	21	22	15	8	10	11	13	15	17	18
Local authority fuel tax, fines, infringements fees other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	230	214	221	230	228	232	237	242	247	253	259
Applications of operating funding											
Payments to staff and suppliers	159	151	332	339	160	163	166	170	173	177	181
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	66	53	53	55	56	58	59	60	61	63	65
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	225	204	386	394	216	221	225	230	235	240	246
Surplus / (deficit) of operating funding	5	11	(164)	(164)	12	12	12	12	12	13	13
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	46	20	20	21	21	22	22	23	23	24	24
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	46	20	20	21	21	22	22	23	23	24	24
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves	51	31	(144)	(144)	33	33	34	35	36	37	37
Total applications of capital funding	51	31	(144)	(144)	33	33	34	35	36	37	37
Surplus/(deficit) of Capital Funding	(5)	(11)	164	164	(12)	(12)	(12)	(12)	(12)	(13)	(13)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

COMMUNITY SERVICES GROUP

WHAT WE DO:

The Community Services Group includes the following activities provided by Council:

- Community Support
- Economic Development and Promotions
- Emergency Management
- Library

The Community Services group of activities involves promoting the social, cultural and economic development of our communities to ensure they have a good quality of life.

COMMUNITY SUPPORT

Community Support provides decision making and accountability for contestable and annual grants. Funds come from both Council and non-Council sources.

ECONOMIC DEVELOPMENT AND PROMOTIONS

This activity promotes economic development and visitor activity in the district. Council have a focus on an economic development strategy and implementation of its projects.

EMERGENCY MANAGEMENT

Civil Defence Emergency Management (CDEM) focuses on supporting our community in the understanding and management of their hazards and risks and the management of and recovery from emergencies. This is primarily achieved through annual work programmes which are linked to the Canterbury Group and Welfare Plans which in turn reflects the responsibilities of Councils under the National Plan and Civil Defence Emergency Management Act (2002). All activity is guided by 4Rs of CDEM: Reduction, Readiness, Response and Recovery.

LIBRARY

The provision of a walk in and online library service offering a wide collection of reading material and electronic information. In addition to the traditional borrowing, people make extensive use of reading in the library, use of computers and free wifi. The library is also a meeting place for groups and school visits.

WHY WE PROVIDE IT:

Our Community Services activities are in the business of enhancing the residents in every-day community life.

These activities help ensure:

- Continuation and development of many community groups and facilities which contribute to social, cultural and recreational outcomes for our District.
- Sustainable economic growth in the Waimate District
- The district can be prepared for an emergency and will be supported through any emergency that arises
- Potential impacts of disasters are reduced, for a quicker recovery
- Research capabilities are available to residents enabling them to participate extramurally in tertiary studies not otherwise available in our District
- Resources are available to all members of our community

COMMUNITY OUTCOMES

ACTIVITY	COMMUNITY OUTCOMES
COMMUNITY SUPPORT	<p>Safe and Healthy People</p> <ul style="list-style-type: none"> • Our services, infrastructure and environment enhance quality of life <p>Active, Diverse and Supportive Community</p> <ul style="list-style-type: none"> • District assets provide recreation and leisure choice • We celebrate and support the good things about our community
ECONOMIC DEVELOPMENT AND PROMOTIONS	<p>Thriving Community</p> <ul style="list-style-type: none"> • A district that provides infrastructure for economic activity • A district that encourages development • A district that actively promotes itself and its businesses <p>Safe and Healthy People</p> <ul style="list-style-type: none"> • Our services, infrastructure and environment enhance quality of life <p>Active, Diverse and Supportive Community</p> <ul style="list-style-type: none"> • We celebrate and support the good things about our community
EMERGENCY MANAGEMENT	<p>Safe and Healthy People</p> <ul style="list-style-type: none"> • A place where people are safe in their homes, work and public spaces • Our services, infrastructure and environment enhance quality of life
LIBRARY	<p>Safe and Healthy People</p> <ul style="list-style-type: none"> • A place where people are safe in their homes, work and public spaces • Our services, infrastructure and environment enhance quality of life <p>Active, Diverse and Supportive Community</p> <ul style="list-style-type: none"> • District assets provide recreation and leisure choice • We celebrate and support the good things about our community

EFFECTS ON THE COMMUNITY

Our groups and activities can have a range of effects on the community. The positive effects have been outlined under the heading “Why we do it”, and in our Community Outcomes. Potential negative effects are identified in the table below.

EFFECT	HOW WE INTEND TO MITIGATE THE EFFECT
An economic development focus on one area could create distortions away from potentially more economically viable job sectors. There is an opportunity cost to focusing heavily on one industry.	The development of the Economic Development Strategy is a joint project between Council and the community. This places balances on projects with the plan.
Due to the large number of community groups and limited funding sources community support activity may have more approaches for assistance., Than the amount of funding available.	Council will continue to monitor applications and amount allocated within the contestable and annual grants.
The Libraries provide a place for congregation which may result in noise and disturbance to others.	One staff member is on front counter and monitors library users.

OUR CHALLENGES AND PRIORITIES

This is a summary of identified challenges and priorities that will impact on the activities within this group. Some explanation is also given of how Council will address these issues in our planning and service delivery.

Emergency Management

Maintaining Emergency Management capacity and capability within community. Council are mindful to work closely with neighbouring districts, other agencies, and within our communities.

Work across agencies to develop resilience building opportunities for this age group

Changes to CDEM Act 2002 and to the Group model for delivery of CDEM within Canterbury are under review. We are watching closely any affect this may have on the district.. Currently waiting on recent National review to be released.

Dealing with climate change, which in more frequent and violent events and the increasing likelihood of an Alpine Fault earthquake. We are mindful to keep our Emergency Operations staff trained to enable an effective operation should/when events occur.

Economic Development

In 2017 we began working on an Economic Development Strategy. Based on the feedback we received from public workshops, a community survey and stakeholder interviews, we have already identified some key priorities. Better marketing of our fantastic District stood out as an early action we could take and so we kick started our action plan last year, launching a new marketing website and Facebook page.

We are really excited about moving forward with this Strategy as part of our Long Term Plan 2018-28. We have established working groups to flesh out our key priorities and recommend action plans. These key priorities are; Improving Information Communication Technology (ICT) connectivity and infrastructure; Growing the District's visitor economy; Beautification of the town entrances; and main streets in the District; Growing and attracting businesses and residents; Enhancing employment and education.

Our Long Term Plan includes an annual budget of \$50,000 to support the implementation of the Strategy.

We have also set aside \$110,000 in 2018/19 for Economic Development initiatives which will be identified throughout the year. This will be funded by our Alpine Energy Ltd dividend. We will increase the amount taken from the dividend by \$10,000 each year, so by 2028 we will be budgeting \$200,000 for these initiatives for community benefit.

LEVELS OF SERVICE AND PERFORMANCE MEASURES

1. PROVIDE QUALITY COMMUNITY SERVICES THAT MEET THE EXPECTATIONS OF THE COMMUNITY			
How we do it	<ul style="list-style-type: none"> Provide quality library services to community and visitors 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Resident satisfaction with library services	85%	85%
2. IMPROVE INDIVIDUAL, COMMUNITY AND BUSINESS AWARENESS OF THE RISKS FROM HAZARDS AND ASSIST THEM TO BUILD RESILIENCE TO EMERGENCY EVENTS			
How we do it:	<ul style="list-style-type: none"> Educate and inform the public and businesses about the risks to their communities from hazards via presentations, media campaigns and printed material in order to improve community resilience Review Civil Defence Plan Identify hazards that require research for risk reduction and assist in the delivery of results from research as part of ongoing community education Provide training for volunteers and staff so they can respond to emergency events in a manner that supports our communities Monitor hazard information and events as they progress 		
How we measure performance		Year 1—3 Target	Year 4—10 Target
	Percentage of residents who feel Council has provided them with enough information to be able to cope in an emergency	85%	85%
	Number of emergency management community engagement activities	6 per year	6 per year
3. CIVIL DEFENCE EMERGENCY MANAGEMENT PERSONNEL APPROPRIATELY TRAINED AND PREPARED TO ASSIST COMMUNITY IN THE EVENT OF AN EMERGENCY			
How we do it:	<ul style="list-style-type: none"> Civil Defence Emergency management personnel and partner agencies participate in in-house/regional/national exercises Civil Defence Emergency management personnel attend training courses 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Annual Group exercise	1 annually	1 annually
	Civil Defence Emergency Management personnel within the EOC offered training	2 training opportunities per year	2 training opportunities per year
4. MANAGE AND ALLOCATE COMMUNITY FUNDING SCHEME GRANTS			
How we do it:	<ul style="list-style-type: none"> Administration, promotion and management of Council's community funding schemes, Creative Communities Scheme and Sport NZ Rural Travel Fund Grant accountability forms collected to ensure appropriate use of funds Promote the availability of all Council funding opportunities 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	All grants administered by Council are fully subscribed.	All grants fully subscribed	All grants fully subscribed

5. SUPPORT ECONOMIC DEVELOPMENT IN THE DISTRICT

How we do it:	<ul style="list-style-type: none"> • Maintain a business friendly Council approach to customer relations • Ensure economic development is a high priority in decision-making • Finalise implementation of Economic Development Strategy • Supporting local events 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Implementation of Economic Development Strategy	Strategic aims identified and prioritized and commenced	Strategic aims met
	Positive perception of living in Waimate District*	85%	85%

6. INFORMATION AND LIBRARY SERVICES, PROGRAMMES AND MATERIAL ARE ACCESSIBLE TO DISTRICT RESIDENTS, SCHOOLS AND VISITORS

How we do it:	<ul style="list-style-type: none"> • Ensure information and library services are accessible to the community and visitors with consistent and appropriate opening hours • Ensure information centre is stocked with a variety of quality local information • Provide skilled staff to assist with enquiries • Provide access to physical collections at the library facilities and online • Provide a wide range of high quality library material • Produce and promote an annual programme of library exhibitions on a range of subject material 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Provide educational programmes at the library	4 programmes provided annually	4 programmes provided annually
	Visitors to Explore Waimate website	Number of visitors increases annually	Number of visitors increases annually

*As measured in biennial survey

HOW ARE THESE ACTIVITIES FUNDED?

Operating expenditure is funded in the following way. For further information on how these activities are funded, refer to the Revenue and Financing Policy and Funding Impact Statements

	General Rate	Civic Amenities Rate	Targeted Rate	User Fees and Charges	Other Income
Community Support	100%				
Economic Development and Promotions	94%			6%	
Emergency Management			100%		
Library		95%		5%	

WHAT WE HAVE PLANNED

Significant Projects	Summary	Expenditure			
		2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 - 2027/28 \$000
Library - Self Service and Library item security software	Introduction of this software increases customer experience and security of library items.	60	-	-	-

Community Services Group
Prospective Funding Impact Statement
for the years ended 30 June 2018 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	350	368	351	358	358	366	359	368	371	384	388
Targeted rates	460	495	506	519	562	574	577	592	608	626	643
Subsidies and grants for operating purposes	21	21	21	22	22	23	23	24	24	25	25
Fees and charges	12	13	13	14	14	14	15	15	15	16	16
Interest and dividends from investments	1	1	1	1	1	1	1	1	1	1	1
Internal charges and overheads recovered	2	5	2	3	3	4	4	4	4	5	5
Local authority fuel tax, fines, infringements fees other	25	28	28	29	29	30	31	31	32	33	34
Total operating funding	871	931	922	944	989	1,012	1,010	1,035	1,056	1,088	1,112
Applications of operating funding											
Payments to staff and suppliers	529	743	699	725	744	770	790	817	838	866	889
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	318	271	271	279	317	324	333	339	347	358	365
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	847	1,014	970	1,004	1,061	1,094	1,123	1,156	1,185	1,224	1,254
Surplus / (deficit) of operating funding	24	(83)	(47)	(60)	(72)	(82)	(113)	(121)	(129)	(136)	(142)
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	60	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	66	60	61	63	64	66	67	69	70	72	74
Increase/(decrease) in reserves	(42)	(203)	(109)	(123)	(136)	(147)	(180)	(190)	(199)	(208)	(216)
Total applications of capital funding	24	(83)	(47)	(60)	(72)	(82)	(113)	(121)	(129)	(136)	(142)
Surplus/(deficit) of Capital Funding	(24)	83	47	60	72	82	113	121	129	136	142
Funding balance	-	-	-	-	-	-	-	-	-	-	-

**Community Support
Prospective Funding Impact Statement
for the years ended 30 June 2019 to 2028**

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	124	127	128	131	133	136	140	142	145	149	152
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	21	21	21	22	22	23	23	24	24	25	25
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	1	1	1	1	1	1	1	1	1	1	1
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringements fees other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	145	148	150	153	156	160	163	167	170	175	179
Applications of operating funding											
Payments to staff and suppliers	121	141	144	146	149	153	156	160	163	167	171
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	24	32	32	33	33	34	35	36	36	37	38
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	145	173	176	179	183	187	191	195	199	204	209
Surplus / (deficit) of operating funding		(25)	(26)	(26)	(27)	(27)	(28)	(28)	(29)	(30)	(31)
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves		(25)	(26)	(26)	(27)	(27)	(28)	(28)	(29)	(30)	(31)
Total applications of capital funding		(25)	(26)	(26)	(27)	(27)	(28)	(28)	(29)	(30)	(31)
Surplus/(deficit) of Capital Funding	()	25	26	26	27	27	28	28	29	30	31
Funding balance	-	-	-	-	-	-	-	-	-	-	-

Economic Development and Promotions Prospective Funding Impact Statement for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	204	213	199	208	209	217	209	216	218	228	229
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	1	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringements fees other	24	26	27	27	28	28	29	30	30	31	32
Total operating funding	230	239	227	235	237	246	238	247	249	260	262
Applications of operating funding											
Payments to staff and suppliers	209	317	266	282	292	309	320	337	348	366	377
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	53	72	71	73	75	76	79	79	81	83	85
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	263	389	337	355	367	386	398	417	429	450	462
Surplus / (deficit) of operating funding	(33)	(150)	(110)	(120)	(130)	(140)	(160)	(170)	(180)	(190)	(200)
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves	(33)	(150)	(110)	(120)	(130)	(140)	(160)	(170)	(180)	(190)	(200)
Total applications of capital funding	(33)	(150)	(110)	(120)	(130)	(140)	(160)	(170)	(180)	(190)	(200)
Surplus/(deficit) of Capital Funding	33	150	110	120	130	140	160	170	180	190	200
Funding balance	-	-	-	-	-	-	-	-	-	-	-

**Emergency Management
Prospective Funding Impact Statement
for the years ended 30 June 2019 to 2028**

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	22	29	24	19	16	13	11	9	8	7	6
Targeted rates	111	145	147	152	155	157	161	163	167	170	173
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	1	-	-	-	1	1	1	1	1	1	1
Local authority fuel tax, fines, infringements fees other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	134	175	171	172	172	171	172	174	175	178	180
Applications of operating funding											
Payments to staff and suppliers	43	94	96	100	102	103	105	108	110	112	114
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	86	56	56	57	57	57	58	59	60	61	62
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	129	151	152	156	159	161	164	166	170	173	176
Surplus / (deficit) of operating funding	5	24	19	16	13	11	9	7	6	5	4
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	1	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves	4	24	19	16	13	11	9	7	6	5	4
Total applications of capital funding	5	24	19	16	13	11	9	7	6	5	4
Surplus/(deficit) of Capital Funding	(5)	(24)	(19)	(16)	(13)	(11)	(9)	(7)	(6)	(5)	(4)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

Library

Prospective Funding Impact Statement

for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	348	350	358	367	407	417	416	428	441	456	470
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	12	13	13	14	14	14	15	15	15	16	16
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	4	1	2	2	2	3	3	3	3	3
Local authority fuel tax, fines, infringements fees other	1	1	1	1	1	1	2	2	2	2	2
Total operating funding	362	369	375	384	424	435	435	448	461	476	491
Applications of operating funding											
Payments to staff and suppliers	156	190	193	197	201	204	208	212	217	221	226
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	154	110	112	117	151	156	161	165	170	176	181
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	310	300	306	314	352	360	369	378	387	397	407
Surplus / (deficit) of operating funding	51	68	69	70	72	75	66	70	74	79	84
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	60	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	66	60	61	63	64	66	67	69	70	72	74
Increase/(decrease) in reserves	(15)	(52)	7	7	8	9	(1)	1	4	7	10
Total applications of capital funding	51	68	69	70	72	75	66	70	74	79	84
Surplus/(deficit) of Capital Funding	(51)	(68)	(69)	(70)	(72)	(75)	(66)	(70)	(74)	(79)	(84)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

COMMUNITY FACILITIES GROUP

WHAT WE DO:

The Community Facilities Group includes the following activities provided by Council:

- Camping
- Cemeteries
- Event Centre
- Parks and Public Spaces
- Property
- Swimming Pool

The Community Facilities Group provides and manages several key community facilities that meet the District's recreation and leisure needs as well as social and cultural provisions for our communities.

CAMPING

Council provides a range of formal and informal camping grounds throughout the District. This includes cabins and camp sites at Victoria Park, and camp sites the Knottingley Park Motor Camp, St Andrews Reserve and the Morven Camping Ground (which is managed by a Domain Board). These camp grounds all offer powered and non-powered sites. Our Waitaki Lakes camp grounds offer seasonal non-powered camping sites at five locations on the shores of the picturesque Waitaki Lakes. Council cleans and maintains our camping sites to ensure residents and visitors alike have access to quality, safe and appealing camping grounds and facilities.

CEMETERIES

Council manages and maintains a number of cemeteries across the district. We have two active cemeteries, Waimate and Otaio. The Glenavy and Morven cemeteries are closed for interments but are maintained by Council. Council provides land and services for the burial or interment of ashes of the dead and ensure cemeteries are well maintained so they are peaceful places for family, friends, the community and visitors. We also maintain and update an electronic cemetery database for the Waimate and Otaio cemeteries to assist with enquires about burials in these Council cemeteries.

EVENT CENTRE

Opened in December 2016, the Waimate Event Centre is a modern facility offering a mix of spaces for indoor recreation, meetings and events. The Event Centre hosts a number of tenants including the Information Centre, providing a dual service to both residents and visitors alike.

The features of the Event Centre include:

- Two multi-use courts
- Climbing wall
- Netted cricket lane
- Squash courts
- Fitness centre
- Function and meeting rooms with kitchen and bar facilities

The Event Centre is available for bookings seven days a week. We work together with community, sport and school groups to co-ordinate a range of events to cater for the recreational and social needs of our community.

PARKS AND PUBLIC SPACES

Parks and Public Spaces provides and manages over 100 hectares of parks, reserves, sports grounds, playgrounds and gardens throughout the district. These vary in size and use. Our premier parks – Victoria Park and Knottingley Park and Arboretum offer a range of sport and recreational activities in park settings that showcase the natural beauty of our district. Urban reserves and neighbourhood playgrounds, such as Boland Park and the Town Belt, enhance the urban environment and provide recreation for residents and visitors. Our rural reserves provide roadside plantings to enhance town entrances. We also maintain a number of heritage monument and plaques including the war memorials, the Margaret Cruikshank monument and the White Horse.

PROPERTY

We own and manage a variety of properties for community use. These properties supplement our other community facilities in this group and include community venues, public toilets, council administration buildings, community housing and reserve land. Council maintains these properties to ensure they are safe and fit for purpose.

Council provides safe, clean and accessible toilet facilities for both residents and visitors. We also provide 27 community housing units. These are good quality, affordable units available for low income residents.

SWIMMING POOL

The Norman Kirk Memorial Swimming Pool is an outdoor heated, six lane pool, 33.3 metres long, set in a 0.28ha landscaped setting. The pool is named for the late Prime Minister, Norman Kirk, who was born and is buried in Waimate. The pool is open from mid-October to mid-March with sessions to cater for lane swimmers, children, swimming and exercise club and school visits. Trained lifeguards ensure the swimming pool is a safe and inviting facility for the community to enjoy.

WHY WE PROVIDE IT:

Council recognises that community facilities strengthen local communities in a number of ways, including providing places and spaces for people to meet and interact, facilitating community sporting, recreational, cultural, leisure and educational activities.

People often chose to live where they can enjoy a range of amenities and facilities. Council aims, through the Community Facilities activities, to create environments throughout our district, where there is an attractive array of facilities for our communities and visitors to enjoy.

These facilities contributes to the health and well-being of our district providing our residents and vis

COMMUNITY OUTCOMES

ACTIVITY	COMMUNITY OUTCOMES
Camping	<p>Safe and Healthy People</p> <ul style="list-style-type: none"> • Our services, infrastructure and environment enhance quality of life <p>Sustainable District and Environment</p> <ul style="list-style-type: none"> • We value the natural environment, biodiversity and landscapes <p>Active, Diverse and Supportive Community</p> <ul style="list-style-type: none"> • District assets provide recreation and leisure choice
Cemeteries	<p>Safe and Healthy People</p> <ul style="list-style-type: none"> • Our services, infrastructure and environment enhance quality of life <p>Sustainable District and Environment</p> <ul style="list-style-type: none"> • A district that is enhanced through sustainable and diverse development • Our heritage is valued and protected • We value the natural environment, biodiversity and landscapes <p>Active, Diverse and Supportive Community</p> <ul style="list-style-type: none"> • District assets provide recreation and leisure choice
Event Centre	<p>Thriving Community</p> <ul style="list-style-type: none"> • A district that provides infrastructure for economic activity • A district that actively promotes itself and its businesses <p>Safe and Healthy People</p> <ul style="list-style-type: none"> • A place where people are safe in their homes, work and public spaces • Our services, infrastructure and environment enhance quality of life <p>Active, Diverse and Supportive Community</p> <ul style="list-style-type: none"> • District assets provide recreation and leisure choice
Parks and Public Spaces	<p>Safe and Healthy People</p> <ul style="list-style-type: none"> • A place where people are safe in their homes, work and public spaces • Our services, infrastructure and environment enhance quality of life <p>Sustainable District and Environment</p> <ul style="list-style-type: none"> • We value the natural environment, biodiversity and landscapes <p>Active, Diverse and Supportive Community</p> <ul style="list-style-type: none"> • District assets provide recreation and leisure choice
Property	<p>Thriving Community</p> <ul style="list-style-type: none"> • A district that provides infrastructure for economic activity <p>Safe and Healthy People</p> <ul style="list-style-type: none"> • A place where people are safe in their homes, work and public spaces • Our services, infrastructure and environment enhance quality of life

ACTIVITY	COMMUNITY OUTCOMES
Swimming Pool	<p>Safe and Healthy People</p> <ul style="list-style-type: none"> • A place where people are safe in their homes, work and public spaces • Our services, infrastructure and environment enhance quality of life <p>Active, Diverse and Supportive Community</p> <ul style="list-style-type: none"> • District assets provide recreation and leisure choice

EFFECTS ON THE COMMUNITY

Our groups and activities can have a range of effects on the community. The positive effects have been outlined under the heading “Why we do it”, and in our Community Outcomes. Potential negative effects are identified in the table below.

EFFECT	HOW WE INTEND TO MITIGATE THE EFFECT
<p>Health and Safety Risks: There are health and safety risks associated with Community Facilities for the public and for staff.</p>	<p>Council has robust Health and Safety systems in place and an active Health and Safety Manual to ensure we meet all our obligations under the Health and Safety at Work Act 2014 and associated regulations and guidelines. Playgrounds, camping grounds, and other community facilities are audited to ensure they comply with all health and safety standards. Staff and volunteers are appropriately trained to ensure health and safety requirements are met and any incidents responded to appropriately. All swimming pool staff are hold a Pool Lifeguard Practicing Certificate.</p>
<p>Waterway contamination: Cemeteries and camping facilities can potentially cause contamination of groundwater and waterways</p>	<p>Consents require cemetery developments to be set back an appropriate distance from watercourses and plots are not in direct contact with groundwater. Landscaping of cemeteries improves the aesthetics.</p> <p>Council provides facilities to mitigate potentially negative environmental effects at the Waitaki Lakes camping ground. Toilet facilities with septic tanks and rubbish and recycling bins and collection are provided during the camping season.</p>
<p>Noise: The Waimate Event Centre is located in a residential area and some functions may cause disturbance to neighbours</p>	<p>Council will work to ensure all hirers of the Event Centre are aware of their responsibilities with regards to noise control. Landscape plantings will help mitigate noise pollution.</p>
<p>Use of Chemicals: Toxic chemicals are used in the maintenance of the swimming pool and to spray weeds in public spaces and road sides.</p>	<p>Swimming pool staff are trained in the handling of chlorine to ensure the safe use of this chemical.</p> <p>Parks staff are trained appropriately and wear personal protective equipment when using weed spray. Signs are used to warn the public that spraying is taking place.</p>

OUR CHALLENGES AND PRIORITIES

This is a summary of identified issues that will impact on the activities within the group. Some explanation is also given of how Council will address these issues in our planning and service delivery.

Meeting Community Expectations and Changing Demands

There is ongoing pressure from the community and users to provide high quality community facilities and services. The expectation is for a higher level of service for the same cost to users and ratepayers. Out of town visitors can also expect a high quality experience with regards to community facilities such as swimming pools, recreation centres and public gardens, often driven by what they have experience in other districts. Council must cater for the expectations of users by remaining accessible, well maintained and engaging to a wide sector of the community.

We recognise that our community demographic will change over time. Our population projections assume little growth in the district over the next 30 years so we do not foresee a need for more facilities. The district is predicted to see a significant increase in the proportion of elderly (based on the medium projection the proportion of over 65s will crease from 19.5% in 2013 to 29.6% in 2043). We will need to include issues such as accessibility and ease of mobility in our facility planning.

Facility Management Plan

It has been identified that there are a number of facilities that still require a management plan to be developed, these will be produced within years 1-3. Asset Management plans will continue to be priority plans.

Underused facilities/rationalisation

Council is concerned that there are an increasing number under-used or underfunded community facilities, particularly community halls. This is an area Council will address in the future with our communities.

Library Redevelopment

We have been talking about expanding and modernising our Library for a long time! In 2015 we included a budget of \$1.5 million to expand the Library in 2018/19. However, given the large and expensive issues we have to resolve with our water and our roads in the next three years we thought it best to get those underway first.

Don't get us wrong though, we are committed to improving and future-proofing our Library, and have budgeted \$100,000 in 2020/21 for researching and planning a space which will provide a modern, adaptable and welcoming Library. This planning will take into account the whole Council building. In 2021/22 we will invest \$1.4 million to implement the outcomes of this planning.

LEVELS OF SERVICE AND PERFORMANCE MEASURES

1. PROVIDE QUALITY COMMUNITY FACILITIES THAT MEET THE EXPECTATIONS OF THE COMMUNITY

How we do it	<ul style="list-style-type: none"> • Ensure community facilities are accessible to the community and visitors • Provide clean, safe and well maintained public toilets, camp sites and cemeteries • Annual maintenance and health and safety programmes for public toilets, camp sites, cemeteries, swimming pool and Event Centre • Facilities are open to the community and visitors with consistent and appropriate opening hours 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Resident satisfaction with public toilets	85%	90%
	User satisfaction with camping facilities	85%	90%
	Resident satisfaction with cemetery facilities and services	85%	90%
	Resident satisfaction with parks and public spaces	85%	90%
	Resident satisfaction with swimming pool facilities	85%	90%
	Resident satisfaction with Event Centre facilities	85%	90%
	Utilisation of Event Centre and swimming pool	Number of visits increase annually	Number of visits increase annually
	Camping facilities are well maintained and tidy	Less than 5 complaints per year	Less than 5 complaints per year
Cemeteries are well maintained	Less than 5 complaints per year	Less than 5 complaints per year	

2. PROVIDE SAFE COMMUNITY FACILITIES FOR THE COMMUNITY AND VISITORS

How we do it:	<ul style="list-style-type: none"> • Maintain facilities, parks, playgrounds and buildings to established standards • Periodic replacement or refurbishment of plant to maintain existing level of service • Ensure Health and Safety plans are in place for all community facilities • Annual cleaning , maintenance and health and safety audits for public toilets, camp sites, cemeteries, swimming pool and Event Centre 		
How we measure performance		Year 1—3 Target	Year 4—10 Target
	Community facilities meet legislative safety requirements (Local Government Centre, Library, Regent Theatre, Event Centre)	Building Warrant of Fitness (WOF), Fire Regulations and Licence requirements are current	Building Warrant of Fitness (WOF), Fire Regulations and Licence requirements are current
	All playgrounds are assessed against appropriate New Zealand Safety Standards	All playgrounds meet safety standards	All playgrounds meet safety standards
	Annual cleaning, maintenance and health and safety programme audit for Event Centre, swimming pool, playgrounds, public toilets, cemeteries, camp sites	1 audit annually	1 audit annually
	Swimming Pool, Event Centre and playgrounds are maintained to a level that does not cause injury	No injuries are caused by lack of maintenance	No injuries are caused by lack of maintenance
	Serious hazards at the swimming pool are responded to immediately	100% response in 30 mins	100% response in 30 mins
	Serious hazards at the Event Centre are responded to immediately	100% response in 30 mins	100% response in 30 mins
	Serious hazards in playgrounds are responded to immediately	100% response in 30 mins	100% response in 30 mins

3. COMMUNITY HOUSING UNITS ARE TENANTED AND WELL MANAGED

How we do it:	<ul style="list-style-type: none"> • Maintain a waiting list, interview and place prospective tenants according to Council's eligibility criteria • Manage issues associated with the community housing portfolio • Maintain units as notified through the Council's service request system • Provide low cost Community Housing 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Occupancy rate of Community Housing units	90% or greater occupancy	90% or greater occupancy
	Annual cleaning, maintenance and health and safety programme audit for Community Housing	1 audit annually	1 audit annually
	Rent charge for Community Housing units	Rent charge is equal to, or less than market rental	Rent charge is equal to, or less than market rental

4. PROVIDE ACCESSIBLE AND ACCURATE CEMETERY RECORDS

How we do it:	<ul style="list-style-type: none"> • Maintain and update electronic cemetery database 		
How we measure performance		Years 1—3 Target	Years 4—10 Target
	Cemetery records updated to reflect new internments	100% of cemetery records are updated within two months	100% of cemetery records are updated within a month

HOW ARE THESE ACTIVITIES FUNDED?

Operating expenditure is funded in the following way. For further information on how these activities are funded, refer to the Revenue and Financing Policy and Funding Impact Statements

	General Rate	Civic Amenities Rate	Targeted Rate	User Fees and Charges	Other Income
Camping				100%	
Cemeteries		30%		70%	
Event Centre - Operational	70%			30%	
Event Centre - Loan			100%		
Parks and Public Spaces		99%		1%	
Property (exc Public Toilets)				100%	
Property - Public Toilets		100%			
Swimming Pool		85%		15%	

WHAT WE HAVE PLANNED

Significant Projects	Summary	Expenditure			
		2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 - 2027/28 \$000
Local Govt Centre - Library/ LGC extension scoping/plans	Research and planning ready for further consultation	-	-	100	-
Local Govt Centre - Library / LGC extension	Project to follow completion of the above	-	-		1,400
Local Govt Centre - Meeting Rooms refurbishment	Necessary work in Committee and Council rooms	30			-
Waimate Event Centre Landscaping	Improve the grounds surrounding the Event Centre	40	41	-	-
Waimate Event Centre Online booking system	To enable customers to book and pay online	20	-	-	-
Waitaki Lakes - Pipe Renewals	Programmed reticulation renewal	10	10	10	80
Waitaki Lakes - Chlorine Dosing UV	Increase water quality standard	48	31	31	-
Victoria Park Camp - Driveway reseal	Programmed maintenance	8	-	8	-
Victoria Park Camp - Tennant St Cabins driveway reseal	Programmed maintenance	25	-	-	-
Victoria Park Camp - Upgrade power points	Renewal of power supply points	18			-

ACTIVITY STATEMENTS
COMMUNITY FACILITIES

Significant Projects	Summary	Expenditure			
		2018/19 \$000	2019/20 \$000	2020/21 \$000	2021/22 - 2027/28 \$000
Knottingley Park Camp - Power points	Renewal of power supply points	10	-	-	-
Cemetery - Extension	Investigation and consenting of new lawn cemetery	-	-	-	82
Cemetery - Reseal driveway	Programmed maintenance	-	-	-	8
Victoria Park - New learn to ride area	Enhancement for children on bikes	-	-	-	53
Victoria Park - Repaint the cycle track	Programmed maintenance	-	-	-	14
Knottingley Park - Driveway reseal	Programmed maintenance	25	-	-	-
Knottingley Park - Culvert and small bridge replacement	To replace existing bridge	18	-	-	-
Knottingley Park - Playground matting	Safety improvement	-	72	-	-
Swimming Pool - Replace pool covers	Programmed renewals	-	-	-	33
Swimming Pool - Purchase inflatables	Enhance user experience	4	-	-	-

Community Facilities Group
Prospective Funding Impact Statement
for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	55	226	231	237	241	245	246	250	255	261	265
Targeted rates	1,054	1,187	1,281	1,366	1,381	1,423	1,437	1,461	1,482	1,481	1,527
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	334	344	351	358	366	375	389	399	407	418	428
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	352	399	406	424	480	436	462	491	522	555	588
Local authority fuel tax, fines, infringements fees other	301	319	325	332	338	345	352	359	367	374	382
Total operating funding	2,097	2,476	2,596	2,717	2,806	2,825	2,886	2,960	3,033	3,089	3,191
Applications of operating funding											
Payments to staff and suppliers	1,514	1,509	1,504	1,542	1,579	1,627	1,607	1,639	1,678	1,702	1,773
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	179	748	762	781	799	813	838	864	873	879	887
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	1,693	2,257	2,266	2,323	2,378	2,440	2,445	2,503	2,551	2,581	2,660
Surplus / (deficit) of operating funding	404	219	330	394	428	385	442	457	482	508	531
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	14	33	36
Capital expenditure - to improve the level of service	200	108	72	131	1,453	-	-	14	-	-	-
Capital expenditure - to replace existing assets	439	212	190	56	36	128	83	40	41	81	103
Increase/(decrease) in reserves	(235)	(101)	68	207	(1,062)	257	359	403	427	395	393
Total applications of capital funding	404	219	330	394	428	385	442	457	482	508	531
Surplus/(deficit) of Capital Funding	(404)	(219)	(330)	(394)	(428)	(385)	(442)	(457)	(482)	(508)	(531)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

Camping

Prospective Funding Impact Statement

for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	263	274	279	284	291	299	310	318	325	334	341
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	22	42	37	36	34	34	33	32	32	33	34
Local authority fuel tax, fines, infringements fees other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	285	316	316	320	325	332	343	350	357	367	375
Applications of operating funding											
Payments to staff and suppliers	188	215	214	213	249	259	234	237	236	242	247
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	25	83	86	89	92	94	98	101	104	107	109
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	214	298	300	302	341	354	332	339	340	348	355
Surplus / (deficit) of operating funding	72	18	15	18	(16)	(21)	12	11	17	19	19
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	48	31	31	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	10	108	15	25	17	17	54	19	20	20	22
Increase/(decrease) in reserves	61	(138)	(31)	(38)	(33)	(39)	(42)	(8)	(3)	(2)	(3)
Total applications of capital funding	72	18	15	18	(16)	(21)	12	11	17	19	19
Surplus/(deficit) of Capital Funding	(72)	(18)	(15)	(18)	16	21	(12)	(11)	(17)	(19)	(19)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

Cemeteries Prospective Funding Impact Statement for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	33	48	52	53	54	64	67	69	69	63	66
Subsidies and grants for operating purposes											
Fees and charges	47	47	47	48	49	50	51	52	53	54	56
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringements fees other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	79	95	99	102	103	115	119	121	123	118	122
Applications of operating funding											
Payments to staff and suppliers	80	61	62	64	65	66	67	69	70	72	73
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	(2)	32	33	36	37	38	42	43	43	44	46
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	78	94	96	100	102	104	109	112	114	115	119
Surplus / (deficit) of operating funding	1	1	4	2	1	11	10	9	9	2	3
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	14	33	36
Capital expenditure - to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	-	-	42	-	-	59	-	-	-	-	58
Increase/(decrease) in reserves	1	1	(38)	2	1	(48)	10	9	(5)	(30)	(91)
Total applications of capital funding	1	1	4	2	1	11	10	9	9	2	3
Surplus/(deficit) of Capital Funding	(1)	(1)	(4)	(2)	(1)	(11)	(10)	(9)	(9)	(2)	(3)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

Event Centre
Prospective Funding Impact Statement
for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	55	226	231	237	241	245	246	250	255	261	265
Targeted rates	188	190	190	191	191	191	192	192	193	193	194
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	15	3	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringements fees other	55	71	73	74	75	77	79	80	82	84	85
Total operating funding	312	491	494	502	508	514	516	523	529	537	544
Applications of operating funding											
Payments to staff and suppliers	130	244	249	254	259	263	269	274	280	285	291
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	157	218	215	218	218	218	218	218	217	218	217
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	287	462	464	472	476	481	487	492	497	503	509
Surplus / (deficit) of operating funding	25	29	30	30	31	32	30	31	32	34	36
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	60	41	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves	25	(31)	(11)	30	31	32	30	31	32	34	36
Total applications of capital funding	25	29	30	30	31	32	30	31	32	34	36
Surplus/(deficit) of Capital Funding	(25)	(29)	(30)	(30)	(31)	(32)	(30)	(31)	(32)	(34)	(36)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

Parks and Public Spaces
Prospective Funding Impact Statement
for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	548	606	662	687	715	743	749	763	780	774	784
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	29	39	38	38	43	46	51	58	63	69	75
Local authority fuel tax, fines, infringements fees other	78	78	79	81	82	84	86	87	89	91	93
Total operating funding	654	723	779	806	841	873	886	908	932	934	953
Applications of operating funding											
Payments to staff and suppliers	667	451	433	438	442	463	451	460	480	479	501
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	(128)	249	258	264	276	284	297	317	323	322	326
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	539	700	691	702	718	747	748	777	803	801	827
Surplus / (deficit) of operating funding	115	23	88	104	122	126	138	131	130	134	126
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	-	-	-	53	-	-	14	-	-	-
Capital expenditure - to replace existing assets	154	50	79	7	9	22	9	9	9	10	10
Increase/(decrease) in reserves	(39)	(27)	10	96	61	104	129	108	120	124	116
Total applications of capital funding	115	23	88	104	122	126	138	131	130	134	126
Surplus/(deficit) of Capital Funding	(115)	(23)	(88)	(104)	(122)	(126)	(138)	(131)	(130)	(134)	(126)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

Property
Prospective Funding Impact Statement
for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	109	135	170	212	217	221	226	231	236	241	247
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	277	314	329	344	394	346	365	386	408	432	458
Local authority fuel tax, fines, infringements fees other	168	60	174	177	180	184	188	192	196	200	204
Total operating funding	555	510	672	733	791	751	778	808	840	874	909
Applications of operating funding											
Payments to staff and suppliers	317	407	409	416	424	433	441	450	459	469	479
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	114	121	124	127	129	130	132	132	133	134	134
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	431	528	532	544	553	562	573	583	592	603	613
Surplus / (deficit) of operating funding	124	(18)	139	189	238	189	206	226	248	270	295
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	200	-	-	100	1,400	-	-	-	-	-	-
Capital expenditure - to replace existing assets	31	50	54	23	11	30	20	11	12	18	12
Increase/(decrease) in reserves	(107)	(68)	85	66	(1,173)	159	186	214	236	252	283
Total applications of capital funding	124	(18)	139	189	238	189	206	226	248	270	295
Surplus/(deficit) of Capital Funding	(124)	18	(139)	(189)	(238)	(189)	(206)	(226)	(248)	(270)	(295)
Funding balance	-	0	-	-	-	-	-	-	-	-	-

Swimming Pool

Prospective Funding Impact Statement

for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	177	207	208	223	204	203	202	205	204	209	236
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	25	24	25	25	26	26	28	28	29	30	31
Interest and dividends from investments	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	9	-	3	6	8	11	13	16	18	20	21
Local authority fuel tax, fines, infringements fees other	-	-	-	-	-	-	-	-	-	-	-
Total operating funding	211	231	235	254	238	240	243	249	251	259	288
Applications of operating funding											
Payments to staff and suppliers	132	130	137	157	139	142	145	149	152	156	182
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	13	44	45	46	48	49	51	52	53	54	55
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total application of operating funding	145	175	182	203	187	191	196	201	205	210	236
Surplus / (deficit) of operating funding	66	56	53	51	51	49	47	48	46	49	51
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total capital funding	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
Capital expenditure - to replace existing assets	243	4	-	-	-	-	-	-	-	33	-
Increase/(decrease) in reserves	(176)	52	53	51	51	49	47	48	46	17	51
Total applications of capital funding	66	56	53	51	51	49	47	48	46	49	51
Surplus/(deficit) of Capital Funding	(66)	(56)	(53)	(51)	(51)	(49)	(47)	(48)	(46)	(49)	(51)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

LONG TERM PLAN 2018-28

PART 2

WAIMATE DISTRICT COUNCIL



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SIGNIFICANT FORECASTING ASSUMPTIONS

ASSUMPTIONS	SOURCE OF INFORMATION	RISK	LEVEL OF RISK	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Population Change						
<p>Over the last fifteen years, our district has experienced modest population growth (0.5% p.a.), which is considered to be the result of increased activity in the dairying industry.</p> <p>A population projection study has been undertaken for the next ten years based on significant proposed projects such as the Hunter Downs Irrigation Scheme and expansions at both the Oceania and the Fonterra dairy factories. The results show that population will steadily increase and the pace will depend on the number of projects approved and when they occur.</p> <p>Council assume a 0.5% increase in population related metrics e.g. population, rateable properties</p>	Statistics NZ / Internal population projections	That population growth increases/ decreases significantly	Low	If population accelerates significantly above assumption, existing infrastructure may not be suitable cope with the extra demand.	Council will monitor population measures provided for the district and respond to significant variations to assumptions where possible.	All activity groups
Demographic Changes						
<p>Council is aware that for our district the proportion of residents aged 65 years or over (19.5% 2013) is significantly greater than the average for the whole of New Zealand and that this trend is likely to intensify in future years (29.6% 2043).</p> <p>Council is also aware that our residents' perceptions and expectations of the calibre of community facilities that should be provided increase over time.</p>	Statistics NZ	The demographic make-up of the Waimate District changes significantly	Low	Historic information from Statistics NZ show Waimate's population in the older age groups is in-creasing. It would take an extremely uncommon event to change the demographic make-up.	Council will monitor demographic measures provided for the district and respond to significant variations to assumptions where possible.	All activity groups
<p>Key: Level of Risk Low - Unlikely to occur Moderate - Some likelihood of occurring High - More likely to occur</p>						

ASSUMPTIONS	SOURCE OF INFORMATION	RISK	LEVEL OF RISK	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Climate Change						
Council recognise climate change as resulting in more extreme weather events, and is therefore an issue requiring specific consideration over the period of the Long Term Plan 2018-28. Council will make specific provisions in activity areas such as Rooding and Stormwater, where it deems weather events are creating a need for contingent spend.	Ministry for the Environment ECan	Environmental changes accelerate.	Moderate	If environmental change were to accelerate, Council's infrastructure assets would be most significantly impacted resulting in a further modifications or more regular repairs to relevant assets.	Council will monitor the effect of environmental change and adapt its response where required.	Resource Management, Water Supply Urban, Water Supply Rural, Rooding
Fuel Costs						
It is assumed that there will be no major change in fuel costs over and above those incorporated into the inflation assumption.	BERL/SOLGM	There is a risk that fuel demand will be different to that assumed	Moderate	Increased fuel costs would have a particular impact on the costs of road maintenance, renewal and improvement. This may affect the Council's ability to carry out planned work without additional funding. It may also increase demand for alternative modes of transport.	Council will monitor the impact of fuel prices on spend, and aim to optimise spend in the event these costs vary significantly from assumptions.	Rooding and Footpaths
Key: Level of Risk Low - Unlikely to occur Moderate - Some likelihood of occurring High - More likely to occur						

ASSUMPTIONS	SOURCE OF INFORMATION	RISK	LEVEL OF RISK	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
New Zealand Transport Agency Revenue						
<p>New Zealand Transport Agency funding assistance rates.</p> <p>Roading expenditure comprises a significant portion of Waimate District Council's total expenditure and hence consumes a significant portion of Council's rate take. The bulk of Council's expenditure on our District's roads is eligible to attract an assistance rate from New Zealand's national roading funding agency 'New Zealand Transport Agency'. The funding assistance rate received by Council for qualifying roading expenditure for maintenance and improvement projects is at 60% for 2018/19 onwards.</p>	NZTA	Changes in subsidy rate and variation in criteria for inclusion in subsidised works programme.	Moderate	Changes to the funding priorities of New Zealand Transport Agency are outside Council control. Minor variations would impact significantly on forecasted financials.	Any impact of changes to NZTA funding assistance rate will be applied to the relevant Annual Plan.	Roading and Footpaths
Grants and Subsidies						
<p>Council has assumed that all projects funded or partially funded from grants and subsidies will be available in the year the expenditure is planned. If the funding is not received, it is most likely the project will not proceed in that year. Examples of projects where funding is assumed; roading maintenance, improvements and a bridge (NZTA).</p>	Council	Subsidies are not received and projects do not proceed.	Moderate	Some projects have a more significant impact than others if they do not proceed in the planned year. The roading projects where we rely on NZTA funding may result in reduced level of service.	Robust business cases and regular liaison with the funding bodies in question to ensure only projects with high likelihood of funding are included in LTP.	Roading and Footpaths Property
New Zealand Drinking Water Standards						
<p>Council's planning and budgets including our work with rural water schemes, our statements of levels of service and our Water Asset Management Plan are all predicated on the basis that Council will achieve compliance with NZ Drinking Water Standards.</p>	Central Government	New or amended legislation is introduced without financial support or within an inappropriate period.	High	Over recent years, Central Government has imposed new or amended legislation on Councils. If further legislation is enacted, this will drive significant additional costs into Council.	Council will monitor the development of relevant standards, and review the impact on any significant changes in the Annual Plan	Rural Water Supply, Urban Water Supply
<p>Key: Level of Risk Low - Unlikely to occur Moderate - Some likelihood of occurring High - More likely to occur</p>						

ASSUMPTIONS	SOURCE OF INFORMATION	RISK	LEVEL OF RISK	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Emissions Trading Scheme (ETS)						
The Emissions Trading Scheme became law in September 2008 which resulted in minor rises in costs. As the ETS grows Council anticipates the introduction of new areas will continue to have only minor increases and that those increases are recognised in Councils inflation figures.	Ministry for the Environment	There is a risk of legislative changes that may result in the costs being higher or lower.	Low	Should the impact of the scheme increase significantly from that assumed, expenditure may need to be considered.	Council will monitor the development of relevant legislation, and review the impact on any significant changes in the Annual Plan	Property, Forestry, Roading and Footpaths, Rural Water Supply, Urban Water Supply
Resource Consents						
It is assumed that the conditions of resource consents held by Council will not be changed significantly and that Council will obtain the necessary resource consents for planned projects.	Council	That conditions of resource consents are altered significantly.	Low	Advance warning of likely changes is anticipated. The financial effect of any change to resource consent requirements would depend on the change.	Council will monitor the development of relevant standards, and review the impact on any significant changes in the Annual Plan.	Roading and Footpaths, Sewerage and Sewage, Stormwater Drainage, Waste Management, Water Supply - Urban/ Rural
Potential Natural Disasters						
Council is aware of the potential for natural disasters to damage, disable or destroy community infrastructure such as our districts roads, bridges and water supplies. Council assumes that if such damage occurs the cost of rapidly remedying it will be met from Council or its insurance providers and possible special government grants. Council's LTP 2018-28, has not provided any Council reserved monies against damage to community infrastructure by natural disasters.	Council	Inability to recover or continue business following a major disaster, should it occur.	Moderate	If a major emergency event did occur Council have some insurance for its infrastructure, and assistance would be offered from Central Government. To pay for additional emergency work not covered by the above, Council would increase internal/external borrowings.	Council undertakes business continuity plans for its own operation and coordinates Civil Defence planning for the district. In doing so, Council attempts to prepare itself and the district for such events.	Roading and Footpaths, Urban Water Supply, Rural Water Supply, Sewerage and Sewage, Stormwater Drainage, Emergency Management, Property
Key: Level of Risk Low - Unlikely to occur Moderate - Some likelihood of occurring High - More likely to occur						

ASSUMPTIONS	SOURCE OF INFORMATION	RISK	LEVEL OF RISK	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Legislation - Development Contributions						
Council recognises the Resource Management Act 1991 will revoke its ability to levy financial contributions, effective from 18 April 2022. From there on, Council will recover development contributions. Council forecasts will assume that the level of funding recoverable under each regime, will be broadly similar.	Council	There is a risk this change will result in significantly different funding levels than anticipated	Low	If the funding levels available change, this will have an impact on the rates that be required to address any shortfall/surplus.	Council will review its funding requirements prior to 18 April 2022 to ensure funding requirements matched to demand.	All activity groups
Water Irrigation Schemes						
Council assumes no new major irrigation schemes will be introduced into the district over the period of the LTP, with the possible exception of the Hunter Downs Scheme.	Waugh/Opus, HDW	There is a risk of the HDW project not going ahead or changes to projected start dates.	Low	If the projects are delayed or cancelled it will have minimal impact as no major infrastructure development is planned.	Council will monitor progress on the proposed new scheme and adjust Annual Plan if opportunities or risks manifest from its development	Roading and Footpaths, Rural Water Supply, Sewerage and Sewage
District Economy						
Significant changes in commodity prices could affect the district economy; forestry & agricultural input and export prices including dairy prices are a significant contributor to the district economy.	Council	Significant change in income stream for any sector	Low	Drop in commodity prices - disposable spending cut back, loss of employment, closure of business. Increase in commodity prices - the reverse of the above.	Council will be consider the state of the district economy when reviewing its Annual Plans and how this compares to the position assumed in the LTP.	All activity groups
Key: Level of Risk Low - Unlikely to occur Moderate - Some likelihood of occurring High - More likely to occur						

ASSUMPTIONS	SOURCE OF INFORMATION	RISK	LEVEL OF RISK	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
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Useful Lives of Significant Assets and Depreciation

It is assumed that asset lives will be as set out below; the infrastructure categories and rates align to our latest revaluations (2017).

New Zealand Asset Management Support
WDC Council asset revaluations

There is a risk that assets will wear out more quickly than forecast and require replacement earlier than planned.

Moderate

If assets require replacement earlier than forecast, capital expenditure projects may need to be brought forward

Council has reviewed its asset category useful lives and considers them reflective of the useful lives of said asset

Roading and Footpaths, Rural Water Supply, Urban Water Supply

		De preciable life (years)	De preciable rate (SL unless stated)
Infrastructure			
Roading	Land	Not de preciable	
	Formation	Not de preciable	
	Pavement Surface	6 - 16	6.25% - 16.16%
	Pavement Unsealed	Not de preciable	
	Pavement Base course	45 - 50	2.00% - 2.20%
	Pavement Sub base	Not de preciable	
	Drainage	43 - 50	2.00% - 2.30%
	Surface Water Channel	66	1.5%
	Footpaths	10 - 12	7.7% - 9.2%
	Sign	11 - 13	7.2% - 8.7%
	Street Lighting	9	10.3% - 10.6%
	Traffic Facilities	13 - 16	6.2% - 7.2%
	Bridges	47 - 55	1.8% - 2.1%
	Culvert Bridges	50 - 58	1.7% - 2.0%
Water	Drain Fords	9	10.1% - 10.5%
	Urban Schemes (inc non pipe)	31 - 40	2.50% - 3.20%
Wastewater	Rural Schemes (inc non pipe)	9 - 52	1.9% - 10.40%
	Laterals	27 - 30	3.30% - 3.70%
	Manholes	81 - 84	1.29% - 1.23%
	Mains Reticulation	41 - 43	2.30% - 2.40%
	Ponds (inc outlets)	119 - 125	0.80% - 0.84%
Sanitation	Other Assets	50 - 100	1.0% - 2.0%
	Solid Waste Assets	2 - 100	1.00% - 34.00%
Stormwater	Pipes	68 - 71	1.40% - 1.45%
	Open Drains	Not de preciable	
	Nodes	80 - 82	1.21% - 1.24%
	Elephant Hill drainage	40	3.90% - 4.00%
Operational assets			
Buildings		5 - 67	1.50% - 20.00%
Furniture and fittings		5 - 20	10.00% - 40.00% DV
Office equipment		5 - 10	20.00% - 40.00% DV
Plant and machinery		5 - 20	10.00% - 40.00% DV
Motor vehicles		5 - 10	20.00% - 40.00% DV
Library books		20	10.00% DV
Computer hardware		3 - 10	20.00% - 67.00% DV

Key: Level of Risk Low - Unlikely to occur Moderate - Some likelihood of occurring High - More likely to occur

ASSUMPTIONS	SOURCE OF INFORMATION	RISK	LEVEL OF RISK	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Funds for Future Replacement of Significant Assets						
<p>Councils have some flexibility in the policies they may set with regard to sources of funds for the future replacement of significant assets. Council's flexibility centres on whether we should collect depreciation monies from rate-payers during the lifetime of the asset to build up a reserve that can fund the replacement of the asset when it comes to the end of its useful life or when the asset comes to the end of its useful life, rely on borrowed money to replace it.</p> <p>Council considers that the prudent approach is to collect depreciation during the life of an asset so as to have reserve funds on hand at the time replacement is needed. See Council's Policy 401 'Revenue and Financing' and the Financial Strategy.</p>	Council	Sufficient funds may not be available to pay for planned asset replacement.	Low	Funds may need to be borrowed or rated for which may be a burden to the Council or ratepayers in the future.	Council develops Asset Management Plans that determine the timing of asset replacements. Council uses these to forecast and prepare for future funding requirements.	Property, Roding and Footpaths, Water Supply, Urban Water Supply, Sewerage and Sewage, Forestry
Revaluation of Non-Current Assets						
<p>Council conducts Asset revaluations on a three-yearly basis. The Long Term Plan assumes the following percentage increases to book value, for each of the following class of assets:</p> <p>Land +10%</p> <p>Buildings +10%</p> <p>Utilities (Water Schemes, Wastewater, Stormwater, Sanitation) +8%</p> <p>Roding +9%</p>	Historical data	Revaluations will materially differ from those projected carrying values of the assets and depreciation expense.	Moderate	Variation in values is expected to be low unless valuation methodology changes.	Regular revaluation of non-current assets mitigates the risk of significant valuation shifts.	Roding and Footpaths, Rural Water Supply, Urban Water Supply, Sewerage and Sewage, Property
Forestry Asset Values						
<p>Key: Level of Risk Low - Unlikely to occur Moderate - Some likelihood of occurring High - More likely to occur</p>						

ASSUMPTIONS	SOURCE OF INFORMATION	RISK	LEVEL OF RISK	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Council re-values its forestry assets so that its carrying value is maintained at fair value.	Council	The value of forestry asset may increase or decrease.	Low	A change in the value of the forestry asset will change Council's financial performance in the year it occurs. It will not have a direct impact on the level of rates or expenditure.	Annual revaluation of Forestry mitigates the risk of significant valuation shifts.	Forestry
Key: Level of Risk Low - Unlikely to occur Moderate - Some likelihood of occurring High - More likely to occur						

ASSUMPTIONS	SOURCE OF INFORMATION	RISK	LEVEL OF RISK	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Return on Investments - Alpine Energy						
<p>Council assumes Alpine Energy returns will be in line with the companies Statement of Corporate intent, namely 24c per share for 17/18, 18/19 & 19/20. Thereafter, Council will assume the dividend remains at 24c.</p> <p>This translates to approximately \$750,000 per annum in dividend income.</p>	Council in conjunction with its advisors	There is a risk that returns on investments will be higher or lower than forecasted.	Moderate	Council is aware of the factors contributing to the variability of Alpine Energy's profitability e.g. wetter summers. If revenues are depressed for a sustained period, the company will be unlikely to maintain dividends at the proposed level.	Council plans to reduce its reliance on the proportion of dividend income that supports core operational activity. In 18/19 \$110k of the dividend will be shifted re-allocated from the General Rate to the Special Grants Fund, with this amount increasing by \$10k per annum. Thus Council are mitigating the impact of changes in dividend on its ability to fund core activities.	Investments and Finance
<p>Key: Level of Risk Low - Unlikely to occur Moderate - Some likelihood of occurring High - More likely to occur</p>						

ASSUMPTIONS	SOURCE OF INFORMATION	RISK	LEVEL OF RISK	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Return on Investments - other						
<p>It is assumed that Council's investments will generate a 3.5% return based on current OCR rates (1.75%) continuing to be reflected in the market.</p> <p>It is assumed that Council's Forestry investments will generate a 5.2% return during the 10 years. Most of the forests are due for harvest beyond this period, at which time a better return is expected.</p>	Council in conjunction with its advisors	There is a risk that returns on investments will be higher or lower than forecasted.	Moderate	<p>If investment returns are lower than those assumed, Council may need to increase its rates or reduce expenditure. Conversely, higher investment returns may mean interest rates may be lower than they would have otherwise been. Council's preferred cash balance is \$500,000. Interest on this amount at 3.5% equates to \$17,700 p.a.</p> <p>A 1% reduction in interest to 2.5% would reduce interest to \$12,500 p.a. and is therefore insignificant.</p>	Council sets and maintains its internal interest to provide certainty to internal capital reserves. Council will manage its external investments to optimise returns as described in the Investment Policy.	Forestry, Investments and Finance
<p>Key: Level of Risk Low - Unlikely to occur Moderate - Some likelihood of occurring High - More likely to occur</p>						

ASSUMPTIONS	SOURCE OF INFORMATION	RISK	LEVEL OF RISK	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
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Inflation

Waimate District Council along with many other New Zealand Councils calculates and applies inflation factors to its 10-year budget forecast, using predictions of future inflation levels from New Zealand economic research company, Business and Economic Research Ltd (BERL).

Increase Percentage by Type

Year	Road %	Property and Parks %	Water %	Staff %	Other %	Wastewater %
June 2019	2.0	1.30	3.00	1.60	2.10	3.00
June 2020	2.2	1.90	2.80	1.60	2.00	2.80
June 2021	2.2	1.90	2.40	1.70	2.00	2.40
June 2022	2.3	1.90	2.50	1.80	2.10	2.50
June 2023	2.4	2.00	2.60	1.80	2.20	2.60
June 2024	2.4	2.00	2.70	1.90	2.30	2.70
June 2025	2.5	2.10	2.80	1.90	2.30	2.80
June 2026	2.6	2.10	2.90	2.00	2.40	2.90
June 2027	2.7	2.10	3.00	2.00	2.50	3.00
June 2028	2.8	2.20	3.20	2.10	2.50	3.20

BERL

Inflation will be higher or lower than anticipated.

Moderate

A difference in the inflation rates experienced verses those assumed will change the cost base of Council and therefore impact upon funding requirements.

Council has endorsed the rates produced by BERL as the most appropriate basis for accounting for the impact of inflation and preparing the LTP.

In the event of significant changes to the underlying costs supporting work in the activity areas, mitigation planning will feature in the Annual Plan.

All activity groups

Borrowing Costs

Interest cost are estimated to be 5%. This refers to the internal cost of borrowing, along with the expected external cost of debt facilities (e.g. Waimate Event Centre public debt) where costs are not known and required to be projected.

Council in conjunction with its financial advisors

Interest rates will differ significantly from those estimated.

Low

If borrowing costs are greater than those assumed Council may need to increase its rates or reduce its expenditure. Conversely, lower costs may mean rates are lower than they would other-wise have been.

Council will monitor its applicable rate and adjust it to reflect a level best aligned to its external borrowing rate and ability to generate returns on internal debt.

Investment and Finance

Key: Level of Risk **Low - Unlikely to occur** **Moderate - Some likelihood of occurring** **High - More likely to occur**

ASSUMPTIONS	SOURCE OF INFORMATION	RISK	LEVEL OF RISK	IMPACT OF VARIATION TO ASSUMPTION	MANAGEMENT OF RISKS	ACTIVITY
Unidentified Liabilities						
It is assumed that Council does not have any unidentified liabilities.	Council	There is a risk of an unexpected liability occurring. For example a claim against Council.	Low	If an unidentified liability arises it may increase Council's expenditure. This risk is mitigated by the Council's Risk Management and Insurance Policies.	Regular review of liabilities mitigates against the risk of items being unidentified.	N/A
Key: Level of Risk Low - Unlikely to occur Moderate - Some likelihood of occurring High - More likely to occur						

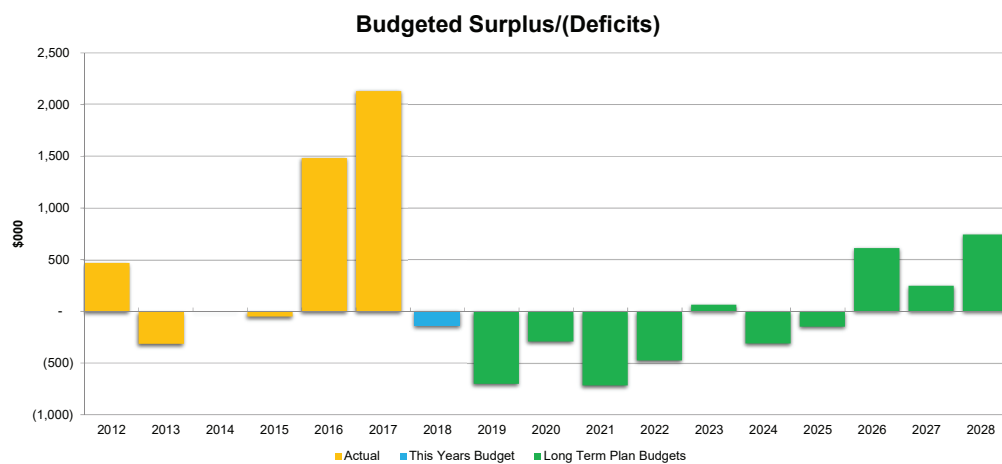
BALANCED BUDGET STATEMENT

Council is required under the Local Government Act 2002 to ensure that each year's projected operating revenues are set at a level sufficient to meet that year's projected operating expenses. Council may set projected operating revenues at a different level from that required, if Council resolves that it is financially prudent to do so.

To assess a financially prudent position, consideration is given to:

- The estimated expenses of achieving and maintaining the predicted levels of service, including the estimated expenses associated with maintaining the service capacity and integrity of the assets throughout their useful life.
- The projected revenue available to fund the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life.
- The equitable allocation of responsibility for funding the provision and maintenance of assets and facilities throughout their useful life.
- The funding and financial policies adopted by Council.

Waimate District Council has budgeted for deficits over past years and this trend is projected to occur in the future.



Council has previously decided not to fully fund the depreciation cost of specific assets. This may be for a number of different reasons including:

- That Council has resolved not to replace the asset
- That it is unfair to existing ratepayers to pay for a new asset and its replacement
- That the annual maintenance will maintain the service level
- That Council can fundraise or borrow the funds in the future to replace the asset
- That Council wishes to smooth the rate impact of revaluations

ASSETS THAT COUNCIL WILL NOT CASH- FUND DEPRECIATION

ASSET NAME	REASON FOR UNFUNDING DEPRECIATION
Roading	Council will unfund that portion beyond the level of capital expenditure
Bridges	Council will unfund depreciation beyond the level of capital expenditure
Water Supply Schemes	Council has phased in the funding of depreciation over a period of between 2-3 years following increased revaluations in 2012
Waimate District Community Complex	To recognise that Council will not replace the Community Complex at the end of its economic life
Waitaki Lakes – Rubbish Enclosures	To recognise that Council will not replace the enclosures at the end of its economic life
Victoria Park Camp – Caravan	To recognise that Council will not replace the caravan at the end of its economic life
Victoria Park Aviary	To recognise that Council will not replace the Aviary at the end of its economic life
Victoria Park – Scout Hall/Sound Shell	To recognise that Council will not replace this building at the end of its economic life
Victoria Park – Netball/Tennis Courts	To recognise that Council will not replace these facilities at the end of its economic life
Victoria Park – Iron Pavilion/Shed	To recognise that Council will not replace this building at the end of its economic life
Manchester Park – Fencing	To recognise that Council will not replace these improvements at the end of its economic life
John Street Tennis Courts	To recognise that Council will not replace these facilities at the end of its economic life
Southburn Hall	To recognise that Council will not replace this building at the end of its economic life
Bluecliffs Reserve Picnic Shelter	To recognise that Council will not replace this building at the end of its economic life
Bluecliffs Reserve Fencing	To recognise that Council will not replace these improvements at the end of its economic life
Hook Hall	To recognise that Council will not replace this building at the end of its economic life

ASSET NAME	REASON FOR UNFUNDING DEPRECIATION
Cattle Creek Hall	To recognise that Council will not replace this building at the end of its economic life

OTHER ITEMS THAT AFFECT BUDGETING FOR A SURPLUS OR DEFICIT

The decisions around depreciation have the largest impact on the surplus or deficit. There are however a number of other items which may have an impact:

- Grants, Subsidies and Donations received for capital expenditure.
- Self-funding activities that do not contribute to the rate or receive a rate allocation which may be funded from reserve funds.
- Forestry – Harvest of Forests are due in 2025-27 therefore surpluses are generated in those years.
- Rate Funding for contributions to Reserves Funds for use at a time in the future.
- Operating expenditure and grants funded by Reserve Funds.
- Rates Smoothing – the spreading of funding over more than one year to manage the rating impact. The term of this spreading is relative to the nature of the expenditure.
- Loan Principal Repayments.

RECOGNITION OF BUDGET DEFICITS

Referring to the graph in this section, and also as stated in this section, Council has budgeted for deficits over past years and this trend is projected to occur in the future.

In arriving at an unbalanced budget, Council has:

- Projected expenses ensure that deliver the desired levels of service and maintain asset integrity, over the course of the LTP and beyond,
- Ensured that the revenues required to fund these expenses are aligned in the long-term except where Council has elected not to fund depreciation as outlined in our Financial Strategy. Short term debt funding will cover funding shortfalls in early years with recovery planned in the later years of the plan and beyond.
- Reviewed the allocation of the responsibility for funding these expenses, considering intergeneration equity; balancing rates increases and debt funding where appropriate.
- Adhered to its Revenue & Financing policy throughout.

STATEMENT OF ACCOUNTING POLICIES 2018-28

Statement of Accounting Policies

Reporting entity

Waimate District Council is a territorial local body governed by the Local Government Act 2002 (LGA) and is domiciled in New Zealand.

The Council consists of the Council, forestry joint ventures (73.6% owned) and Downlands joint venture (14.81% owned). Council is a separate legal entity and does not have any subsidiaries.

The primary objective of the Council is to provide goods and services for the community or social benefit rather than making a financial return. Accordingly, the Council has designated itself as a public benefit entity (PBE) for the purposes of PBE IPSAS.

The financial forecast of the Council is for the Long Term Plan period 2018-2028. The financial forecast was authorised for issue by Council on 26 June 2018.

Basis of preparation

Statement of compliance

The financial statements of the Council have been prepared in accordance with the requirements of the LGA, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

These financial statements have been prepared in accordance with Tier 2 PBE accounting standards, as Total Expenditure is below the \$30 million threshold.

Measurement base

The financial statements have been prepared on a historical cost basis, except where modified by the revaluation of land and buildings, certain infrastructural assets, investment property, forestry assets and certain financial instruments (including derivative instruments).

Functional and presentation currency

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

Changes in accounting policies

We have reviewed the useful life of Operational and Infrastructural Assets and updated the depreciable life and rates as appropriate to better reflect the service over time.

Significant accounting policies

The following accounting policies which materially affect the measurement of results and the financial position have been applied:

Joint venture

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

The Council also has a joint venture ownership of 14.81% with Timaru District Council and Mackenzie District Council for the maintenance and operation of the Downlands rural water scheme.

Note: The Downlands Joint Venture has been accounted for using the proportionate consolidation method (PBE IPSAS 8) for the 10 years covered in this Long Term Plan. From 1 January 2019 (Year 2 of this Plan) this Joint Venture will be accounted for using the equity method (PBE IPSAS 36 effective 1 January 2019) and will be incorporated into the Annual Plan 2019/20 financial forecasts.

Revenue

Revenue is measured at the fair value of consideration received or receivable.

Rates revenue

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

Revenue from water rates by meter is recognised on an accrual basis. Unbilled usage, as a result of unread meters at year end, is accrued on an average usage basis.

Government grants

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

Provision of services

Revenue from the rendering of services is recognised by reference to the stage of completion of the transaction at balance date, based on the actual service provided as a percentage of the total services to be provided.

Vested assets

Where a physical asset is acquired for nil or nominal consideration the fair value of the asset received is recognised as revenue. Assets vested in the Waimate District Council are recognised as revenue when control over the asset is obtained.

Sale of goods

Revenue from the sale of goods is recognised when a product is sold to the customer.

Agency arrangements

Where revenue is derived by acting as an agent for another party, the revenue that is recognised is the commission or fee on the transaction.

Interest and dividends

Interest revenue is recognised using the effective interest method.

Dividends are recognised when the right to receive payment has been established. Dividends are recorded net of imputation credits.

Development & Financial contributions

Development and Financial contributions are recognised as revenue when the Council provides, or is able to provide, the service for which the contributions were charged. Otherwise development and financial contributions are recognised as liabilities until such time as the Council provides, or is able to provide, the service.

Borrowing Costs

All borrowing costs are recognised as an expense in the period in which they are incurred.

Grant expenditure

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

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

Foreign currency transactions

Foreign currency transactions (including those for which foreign exchange contracts are held) are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the operating surplus/(deficit).

Income tax

Income tax expense is the aggregate of current period movements in relation to both current and deferred tax.

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

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

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

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

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

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

Leases

Finance leases

A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred.

At the commencement of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item or the present value of the minimum lease payments.

The finance charge is charged to the operating surplus/(deficit) over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability.

The amount recognised as an asset is depreciated over its useful life. If there is no certainty as to whether the Council will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

Operating leases

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

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are shown within trade and other payables in current liabilities in the Statement of Financial Position.

Trade and other receivables

Trade and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

Derivative financial instruments and hedge accounting

Derivative financial instruments are used to manage exposure to foreign exchange and interest rate risks arising from financing activities. In accordance with its treasury policy, the Council does not hold or issue derivative financial instruments for trading purposes.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value at each balance date. The associated gains or losses of derivatives that are not hedge accounted are recognised in the operating surplus/(deficit).

Impairment of financial assets

Financial assets are assessed for objective evidence of impairment at each balance date. Impairment losses are recognised in the operating surplus/(deficit).

Loans and other receivables

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

Financial assets at fair value through other comprehensive revenue and expenditure

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

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

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

Equity instrument impairment losses recognised in the operating surplus/(deficit) are not reversed through the operating surplus/(deficit).

If in a subsequent period the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised, the impairment loss is reversed in the operating surplus/(deficit).

Inventory

Inventory held for distribution or consumption in the provision of services that are not supplied on a commercial basis are measured at the lower of cost, adjusted when applicable, for any loss of service potential. Where inventory is acquired at no cost or for nominal consideration, the cost is the current replacement cost at the date of acquisition.

Inventories held for use in the production of goods and services on a commercial basis are valued at the lower of cost and net realisable value. The cost of purchased inventory is determined using the first-in first-out (FIFO) method.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the operating surplus/(deficit) in the period of the write-down.

When land held for development and future resale is transferred from investment property, plant and equipment to inventory, the fair value of the land at the date of the transfer is its deemed cost.

Costs directly attributable to the developed land are capitalised to inventory, with the exception of infrastructural asset costs which are capitalised to property, plant and equipment.

Non-current assets held for sale

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

Any impairment losses for write-downs of assets held for sale are recognised in the operating surplus/(deficit).

Any increases in fair value (less costs to sell) are recognised up to the level of any impairment losses that have previously been recognised.

Non-current assets held for sale (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale.

Property, plant and equipment

Property, plant and equipment consists of:

Operational assets - These include land, buildings, library books, plant and equipment, and motor vehicles.

Restricted assets - Restricted assets are parks and reserves owned by the Council that provide a benefit or service to the community and cannot be disposed of because of legal or other restrictions.

Infrastructural assets - Infrastructural assets are the fixed utility systems owned by the Council. Each asset class includes all items that are required for the network to function. For example, sewer reticulation includes reticulation piping and sewer pump stations.

Property, plant and equipment is shown at cost or valuation, less accumulated depreciation and impairment losses.

Revaluation

Land and buildings (operational and restricted) and infrastructural assets are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value and at least every three years. All other assets are carried at depreciated historical cost.

The carrying values of revalued assets are assessed annually to ensure that they do not differ materially from the assets' fair values. If there is a material difference, then the off-cycle asset classes are revalued.

Revaluations of property, plant and equipment are accounted for on a class of asset basis.

The net revaluation results are credited or debited to other comprehensive revenue and expenditure and are accumulated to an asset revaluation reserve in equity for that class of asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue and expenditure but is recognised in the operating surplus/(deficit). Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the operating surplus/(deficit) will be recognised first in the operating surplus/(deficit) up to the amount previously expensed, and then recognised in other comprehensive revenue and expenditure.

Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

Property, plant and equipment is recognised at cost. Where an asset is acquired at no cost, or for nominal cost, it is recognised at fair value as at the date of acquisition.

Disposals

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

Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment other than land (which also includes the landfill and water races), at rates which will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Infrastructural assets		Depreciable life (years)	Depreciable rate (SL%)
Roading	Land and Formation	Not depreciable	
	Pavement Surface	6 - 16	6.25% - 16.16%
	Pavement Unsealed	Not depreciable	
	Pavement Base-course	45 - 50	2.00% - 2.20%
	Pavement Sub-base	Not depreciable	
	Drainage	43 - 50	2.00% - 2.30%
	Surface Water Channel	66	1.5%
	Footpaths	10 - 12	7.7% - 9.2%
	Sign	11 - 13	7.2% - 8.7%
	Street Lighting	9	10.3% - 10.6%
	Traffic Facilities	13 - 16	6.2% - 7.2%
	Bridges	47 - 55	1.8% - 2.1%
	Culvert Bridges	50 - 58	1.7% - 2.0%
	Drain Fords	9	10.1% - 10.5%
	Urban Schemes (inc non-pipe)	31 - 40	2.50% - 3.20%
	Rural Schemes (inc non-pipe)	9 - 52	1.9% - 10.40%

Wastewater	Laterals	27 - 30	3.30% - 3.70%
	Manholes	81 - 84	1.19% - 1.23%
	Mains Reticulation	41 - 43	2.30% - 2.40%
	Ponds (inc outlets)	119 - 125	0.80% - 0.84%
	Other Assets	50 - 100	1.0% - 2.0%
Sanitation	Solid Waste Assets	2 - 100	1.00% - 34.00%
	Pipes	68 - 71	1.40% - 1.45%
Stormwater	Open Drains	Not depreciable	
	Nodes	80 - 82	1.21% - 1.24%
	Elephant Hill drainage	40	3.90% - 4.00%

Operational assets

	Depreciable life (years)	Depreciable rate (SL% or DV%)
Buildings	5 - 67	1.50% - 20.00% SL
Furniture and fittings	5 - 20	10.00% - 40.00% DV
Office equipment	5 - 10	20.00% - 40.00% DV
Plant and machinery	5 - 20	10.00% - 40.00% DV
Motor vehicles	5 - 10	20.00% - 40.00% DV
Library books	20	10.00% DV
Computer hardware	3 - 10	20.00% - 67.00% DV

Because of the unique nature of the Waimate Event Centre (WEC), specific depreciation rates have been applied to the components of this asset:

WEC - Structure / External Fabric	64.5	1.56% SL
WEC - Services (inc Stormwater Services)	44.5	2.27% SL
WEC - Internal Fit out	24.5	4.17% SL

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

Intangible assets

Emissions Trading Scheme (ETS) - Carbon credits

Purchased carbon credits are recognised at cost on acquisition. Free carbon credits received from the Crown are recognised at fair value on receipt. They are not amortised, but are instead tested for impairment annually. They are derecognised when they are used to satisfy carbon emission obligations.

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use are recognised as an intangible asset.

Direct costs include the software development employee costs and an appropriate portion of relevant overheads.

Subsequent staff training costs are recognised in the operating surplus/(deficit) when incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Easements

Easements are recognised at cost, being the costs directly attributable in bringing the asset to its intended use. Easements have an indefinite life and are not amortised, but are instead tested for impairment annually.

Amortisation

ETS Carbon credits do not attract amortisation as they have an indefinite life. The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when an asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised in the operating surplus/(deficit).

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

	Useful life (years)	Amortisation rate (DV%)
Computer software	8	20%

Impairment of property, plant and equipment and intangible assets

Intangible assets that have an indefinite useful life, or not yet available for use, are not subject to amortisation and are tested annually for impairment. Assets that have a finite useful life are reviewed for indicators of impairment at each balance date.

When there is an indicator of impairment the asset's recoverable amount is estimated. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

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

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

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

For assets not carried at a revalued amount, the total impairment loss is recognised in the operating surplus/(deficit).

The reversal of an impairment loss on a revalued asset is credited to the revaluation reserve. However, to the extent that an impairment loss for that class of asset was previously recognised in the operating surplus/(deficit), a reversal of the impairment loss is also recognised in the operating surplus/(deficit).

For assets not carried at a revalued amount (other than goodwill), the reversal of an impairment loss is recognised in the operating surplus/(deficit).

Forestry assets

Standing forestry assets are independently revalued annually at fair value less estimated cost to sell for one growth cycle.

Fair value is determined based on the present value of expected net cash flows discounted at a current market determined rate. This calculation is based on existing sustainable felling plans and assessments regarding growth, timber prices, felling costs and silvicultural costs and takes into consideration environmental, operational and market restrictions.

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

Forestry maintenance costs are recognised in the operating surplus/(deficit) when incurred.

Investment property

Properties leased to third parties under operating leases are classified as investment property unless the property is held to meet service delivery objectives, rather than to earn rentals or for capital appreciation.

Investment property is measured initially at cost, including transaction costs.

After initial recognition, all investment property is measured at fair value as determined annually by an independent valuer.

Gains and losses arising from a change in the fair value of investment property are recognised in the operating surplus/(deficit).

Trade and other payables

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method.

Borrowings

Borrowings are initially recognised at their fair value net of transactions costs incurred. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance date or if the borrowings are expected to be settled after 12 months of balance date.

Employee entitlements

Short-term employee entitlements

Employee benefits expected to be settled within 12 months of balance date are measured at nominal values based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date, long service leave entitlements expected to be settled within twelve months, and sick leave.

A liability for sick leave is recognised to the extent that compensated absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent it will be used by staff to cover those future absences.

A liability and an expense is recognised for bonuses where the Council has a contractual obligation or where there is a past practice that has created a constructive obligation.

Long-term employee entitlements

Long service leave

Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee renders the related service, such as long service leave and retirement gratuities, have been calculated on an actual entitlement basis at current rates of pay accrued on the number of years service. Entitlements have not been calculated on an actual basis as this would not be significantly different from the method used. The calculations are based on likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement and contractual entitlements information.

Presentation of employee entitlements

Sick leave, annual leave, vested long service leave, and non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date, are classified as a current liability. All other employee entitlements are classified as a non-current liability.

Superannuation schemes

Defined benefit scheme

The Council pays employer contributions to the Defined Benefit Plan Contributors Scheme (the scheme), which is managed by the Board of Trustees of the National Provident Fund. The scheme is a multi-employer defined benefit scheme.

Insufficient information is available to use defined benefit plan accounting, as it is not possible to determine from the terms of the scheme the extent to which the scheme's surplus or deficit will affect future contributions by individual employers, as there is no prescribed basis for allocation. The scheme is therefore accounted for as a defined contribution scheme. Further information on this scheme is disclosed in Note 24 - Contingencies.

Defined contribution scheme

Obligations for contributions KiwiSaver, SuperEasy, and other National Provident Fund schemes are accounted for as defined contribution superannuation schemes and are recognised as an expense in the operating surplus/(deficit) when incurred.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense and is included in "finance costs".

Financial guarantee contracts

A financial guarantee contract is a contract that requires the Council to make specified payments to reimburse the holder of the contract for a loss it incurs because a specified debtor fails to make payment when due.

Financial guarantee contracts are initially recognised at fair value, even if a payment under the guarantee is not considered probable. If a financial guarantee contract was issued in a standalone arms length transaction to an unrelated party, its fair value at inception is equal to the consideration received. When no consideration is received, a liability is recognised based on the probability that the Council will be required to reimburse a holder for a loss incurred discounted to present value. The portion of the guarantee that remains unrecognised, prior to discounting to fair value, is disclosed as a contingent liability.

Financial guarantees are subsequently measured at the initial recognition amount less any amortisation. However, if it is probable that expenditure will be required to settle a guarantee, then the provision for the guarantee is measured at the present value for the future expenditure.

Equity

Equity is the community's interest in the Council and is measured as the difference between total assets and total liabilities.

Equity is disaggregated and classified into the following components:

- Public equity - accumulated funds
- Asset revaluation reserves
- Restricted reserves
- Fair value through other comprehensive revenue and expenditure reserves

Asset revaluation reserves

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

Restricted reserves

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

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

Also included in restricted reserves are reserves restricted by Council decision. The Council may alter them without references to any third party or the Courts. Transfers to and from these reserves are at the discretion of the Council.

The Council's objectives, policies and processes for managing capital are described in note 30.

Fair value through other comprehensive revenue and expenditure reserves

This reserve comprises the cumulative net change in the fair value of fair value through other comprehensive revenue and expenditure instruments.

Goods and services tax (GST)

All items in the financial statements are stated exclusive of GST, except for debtors and other receivables and creditors and other payables, which are stated on a GST inclusive basis. GST not recoverable as input tax is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the Statement of Financial Position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the Statement of Cash Flows.

Commitments and contingencies are disclosed exclusive of GST.

Budget figures

The budget figures are those approved by the Council in its Long Term Plan 2018-2028. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted in preparing these financial statements.

Cost allocation

The cost of service for each significant activity of Council has been derived using the cost allocation system outlined below:

Direct costs are those costs directly attributable to a significant activity. Indirect costs are those costs which cannot be identified in an economically feasible manner with a significant activity.

Direct costs are charged directly to significant activities. Indirect costs are charged to significant activities using appropriate cost drivers such as actual usage, staff time surveys, and floor area.

Statement of cash flows

Cash means cash balances on hand, held in bank accounts, demand deposits and other highly liquid investments in which Council invests as part of its day-to-day cash management. GST is disclosed net as disclosing gross amounts does not provide any further meaningful information.

Operating activities include cash received from all revenue sources and cash payments made for the supply of goods and services. Agency transactions are recognised as receipts and payments in the Statement of Cash Flows because they flow through the Council's main bank account.

Investing activities are those activities relating to the acquisition and disposal of non-current assets.

Financing activities comprise the change in equity and debt structure of the Council.

Cost of service statements

The cost of service statements, as provided in the Statements of Service Performance, report the net cost of services for significant activities of the Council, and are represented by the costs of providing the service less all revenue that can be allocated to these activities.

Critical accounting estimates and assumptions

In preparing these financial statements, estimates and assumptions have been made concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Landfill aftercare provision

Note 18 provides information about the estimates and assumptions surrounding the landfill aftercare provision.

Infrastructural assets

Note 14 provides information about the estimates and assumptions applied in determining the fair value of infrastructural assets.

Critical judgments in applying Council's accounting policies

Management has exercised the following critical judgments in applying accounting policies for the ten year period 2018-2028:

Classification of property

The Council owns a number of properties held to provide housing to the community. The receipt of market-based rental from these properties is incidental to holding them. The properties are held for service delivery objectives as part of the Council's social housing policy. The properties are accounted for as property, plant and equipment.

PROSPECTIVE FINANCIAL STATEMENTS

Prospective Statement of Comprehensive Revenue and Expenditure for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018	LTP 30 June 2019	LTP 30 June 2020	LTP 30 June 2021	LTP 30 June 2022	LTP 30 June 2023	LTP 30 June 2024	LTP 30 June 2025	LTP 30 June 2026	LTP 30 June 2027	LTP 30 June 2028
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Revenue											
Rates (net of remissions) and rates penalties	9,347	9,937	10,507	11,206	11,672	12,137	12,561	13,008	13,451	13,925	14,401
Development and financial contributions	87	61	63	64	66	67	69	71	73	75	77
Subsidies and grants	2,841	3,160	3,507	3,392	3,760	4,143	3,919	4,007	4,428	4,194	4,637
Fees and charges	1,013	1,015	1,036	1,057	1,080	1,105	1,136	1,163	1,190	1,221	1,251
Other revenue	1,668	1,689	1,622	1,628	1,664	1,678	1,647	1,940	1,749	4,512	1,533
Total revenue	14,956	15,863	16,735	17,346	18,241	19,130	19,333	20,189	20,890	23,927	21,899
Expenditure											
Employment benefit expenses	3,728	4,213	4,393	4,484	4,566	4,649	4,736	4,827	4,922	5,022	5,126
Depreciation and amortisation	4,608	4,786	4,921	5,394	5,524	5,544	5,913	5,992	5,956	6,353	6,402
Finance costs	207	182	278	506	687	775	778	767	736	701	513
Other expenses	6,551	7,384	7,435	7,678	7,938	8,096	8,217	8,752	8,663	11,604	9,115
Total expenditure	15,094	16,564	17,026	18,063	18,715	19,064	19,644	20,337	20,278	23,679	21,156
Surplus/(Deficit) before tax	(138)	(701)	(291)	(717)	(474)	66	(311)	(148)	611	247	743
Taxation expense	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after tax	(138)	(701)	(291)	(717)	(474)	66	(311)	(148)	611	247	743
Increase / (decrease) in revaluation reserves	3,630		32,686	2,264		36,129	2,460		39,388	2,504	
Financial assets at fair value through other comprehensive income	-	3,150	1,698	1,786	1,879	1,976	2,079	2,186	2,300	2,419	2,544
Total other comprehensive revenue and expenditure	3,630	3,150	34,384	4,050	1,879	38,105	4,539	2,186	41,688	4,922	2,544
Total Comprehensive Revenue and Expenditure	3,492	2,449	34,093	3,334	1,405	38,171	4,228	2,038	42,299	5,170	3,287

Prospective Statement of Changes in Equity for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Equity at start of year	417,122	421,657	424,106	458,199	461,533	462,939	501,110	505,337	507,375	549,674	554,844
Total comprehensive income	3,492	2,449	34,093	3,334	1,405	38,171	4,228	2,038	42,299	5,170	3,287
Equity at end of year	420,614	424,106	458,199	461,533	462,939	501,110	505,337	507,375	549,674	554,844	558,132
Components of equity											
Retained earnings at start of year	91,191	92,762	91,610	90,953	90,202	89,602	89,455	89,200	89,045	89,699	89,840
Surplus / (deficit) after tax	(138)	(701)	(291)	(717)	(474)	66	(311)	(148)	611	247	743
Transfers (to) / from restricted / council created reserves	665	(451)	(365)	(34)	(127)	(212)	56	(6)	42	(106)	92
Transfers (to) / from revaluation reserves											
Retained earnings at end of year	91,718	91,610	90,953	90,202	89,602	89,455	89,200	89,045	89,699	89,840	90,675
Revaluation reserves at start of year	310,414	314,044	314,044	346,729	348,993	348,993	385,122	387,583	387,583	426,971	429,475
Revaluation gains / (losses)	3,630		32,686	2,264		36,129	2,460		39,388	2,504	
Retained earnings at end of year	314,044	314,044	346,729	348,993	348,993	385,122	387,583	387,583	426,971	429,475	429,475
Restricted / Council created reserves at start of year	(3,984)	(4,649)	(4,198)	(3,833)	(3,799)	(3,672)	(3,460)	(3,516)	(3,510)	(3,552)	(3,445)
Transfers (to) / from reserves	(665)	451	365	34	127	212	(56)	6	(42)	106	(92)
Restricted / Council created reserves at end of year	(4,649)	(4,198)	(3,833)	(3,799)	(3,672)	(3,460)	(3,516)	(3,510)	(3,552)	(3,445)	(3,537)
Fair value through comprehensive revenue reserve at start of year	19,501	19,501	22,651	24,350	26,136	28,015	29,991	32,070	34,256	36,556	38,974
Transfers (to) / from reserves		3,150	1,698	1,786	1,879	1,976	2,079	2,186	2,300	2,419	2,544
Fair value through comprehensive revenue reserve at start of year	19,501	22,651	24,350	26,136	28,015	29,991	32,070	34,256	36,556	38,974	41,518
Equity at end of year	420,614	424,106	458,199	461,533	462,939	501,110	505,337	507,375	549,674	554,844	558,132

Prospective Statement of Financial Position for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Assets											
Current assets											
Cash and cash equivalents	612	1,354	1,716	1,730	1,792	1,984	1,934	1,884	1,815	1,891	1,783
Trade and other receivables	1,439	804	804	804	804	804	804	804	804	804	804
Inventories	296	14	14	14	14	14	14	14	14	14	14
Other financial assets	647	643	622	614	652	642	606	627	620	614	593
Total current assets	2,994	2,814	3,155	3,161	3,261	3,443	3,356	3,329	3,252	3,322	3,193
Non-current assets											
Property, plant and equipment	392,678	394,692	430,786	435,130	435,991	471,835	473,344	472,697	511,629	512,912	512,269
Forestry assets	1,424	1,661	1,827	1,993	2,169	2,345	2,521	2,438	2,562	-	-
Intangible assets	170	240	211	217	181	146	168	146	134	161	140
Other financial assets	28,711	32,823	34,521	36,308	38,187	40,163	42,241	44,428	46,727	49,146	51,690
Total non-current assets	422,983	429,416	467,345	473,647	476,527	514,488	518,274	519,708	561,052	562,218	564,099
Total assets	425,977	432,230	470,500	476,809	479,788	517,931	521,631	523,037	564,304	565,540	567,292
Liabilities											
Current liabilities											
Trade and other payables	1,463	1,463	1,463	1,463	1,463	1,463	1,463	1,463	1,463	1,463	1,463
Borrowings	26	23	24	25	26	28	29	30	32	34	35
Provisions	6	6	6	6	6	6	6	6	6	6	6
Derivative financial instruments	-	-	-	-	-	-	-	-	-	-	-
Employment benefit liabilities	410	410	410	410	410	410	410	410	410	410	410
Total current liabilities	1,905	1,901	1,902	1,904	1,905	1,906	1,908	1,909	1,911	1,912	1,914
Non-current liabilities											
Provisions	61	61	61	61	61	61	61	61	61	61	61
Derivative financial instruments	-	-	-	-	-	-	-	-	-	-	-
Borrowings	3,398	6,161	10,336	13,310	14,883	14,854	14,323	13,691	12,658	8,723	7,185
Total non-current liabilities	3,459	6,222	10,398	13,371	14,944	14,915	14,385	13,753	12,719	8,784	7,247
Equity											
Public Equity	91,718	91,610	90,954	90,203	89,603	89,456	89,202	89,046	89,700	89,841	90,676
Other reserves	328,896	332,497	367,246	371,330	373,337	411,654	416,137	418,329	459,974	465,003	467,456
Total equity	420,614	424,106	458,200	461,534	462,939	501,110	505,338	507,375	549,674	554,844	558,132
Total liabilities and equity	425,977	432,230	470,500	476,809	479,788	517,931	521,631	523,037	564,304	565,540	567,292

Prospective Statement of Cash Flows for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Cash flows from operating activities											
Cash was received from:											
Receipts from rates revenue	9,323	9,913	10,483	11,181	11,646	12,110	12,534	12,980	13,423	13,897	14,371
Interest received	35	119	24	16	15	14	14	13	12	11	11
Dividends received	754	754	754	754	754	755	755	755	755	755	755
Receipts from other revenue	4,816	5,559	5,311	5,229	5,650	6,074	5,854	5,986	6,452	6,269	6,762
	14,928	16,345	16,572	17,180	18,065	18,954	19,157	19,734	20,642	20,932	21,899
Cash was applied to:											
Payments to suppliers and employees	10,546	11,611	11,807	12,156	12,542	12,763	12,945	13,363	13,549	13,875	14,256
Interest paid	207	182	278	506	687	775	778	767	736	701	513
	10,753	11,793	12,085	12,662	13,228	13,538	13,723	14,130	14,285	14,575	14,769
Net cash flow from operating activities	4,175	4,552	4,487	4,518	4,837	5,416	5,434	5,604	6,357	6,356	7,130
Cash flows from investing activities											
Cash was received from:											
Proceeds from sale of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of harvested forests	-	-	-	-	-	-	-	269	62	2,779	-
Proceeds from sale of investments	-	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of Eric Batchelor subdivision sections	134	-	-	-	-	-	-	-	-	-	-
	134	-	-	-	-	-	-	269	62	2,779	-
Cash was applied to:											
Purchase of property, plant and equipment	5,040	6,760	8,291	7,427	6,338	5,213	4,928	5,311	5,476	5,099	5,726
Purchase of intangible assets	29	110	10	52	11	11	56	11	12	60	12
Purchase of silviculture capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Acquisition of investments	-	-	-	-	-	-	-	-	-	-	-
	5,069	6,870	8,301	7,479	6,349	5,224	4,984	5,322	5,488	5,159	5,739
Net cash flow from investing activities	(4,935)	(6,870)	(8,301)	(7,479)	(6,349)	(5,224)	(4,984)	(5,054)	(5,426)	(2,380)	(5,739)
Cash flows from financing activities											
Cash was received from:											
Proceeds from borrowings	-	3,400	4,200	3,000	1,600	-	-	-	-	-	-
	-	3,400	4,200	3,000	1,600	-	-	-	-	-	-
Cash was applied to:											
Repayment of borrowings	26	23	24	25	26	-	500	600	1,000	3,900	1,500
	26	23	24	25	26	-	500	600	1,000	3,900	1,500
Net cash flow from financing activities	(26)	3,377	4,176	2,975	1,574	-	(500)	(600)	(1,000)	(3,900)	(1,500)
Net increase / (decrease) in cash held	(787)	1,060	362	14	62	192	(50)	(49)	(69)	76	(109)
Add cash at start of year (1 July)	1,399	294	1,354	1,716	1,730	1,792	1,984	1,934	1,884	1,815	1,891
Balance at end of year (30 June)	612	1,354	1,716	1,730	1,792	1,984	1,934	1,884	1,815	1,891	1,783
Represented by:											
Cash, cash equivalents and bank overdrafts	612	1,354	1,716	1,730	1,792	1,984	1,934	1,884	1,815	1,891	1,783
	612	1,354	1,716	1,730	1,792	1,984	1,934	1,884	1,815	1,891	1,783

Prospective Reconciliation of Net Surplus to Operating Activities for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Surplus / (deficit) after tax	(138)	(701)	(291)	(717)	(474)	66	(311)	(148)	611	247	743
Add / (less) non cash revenue / expenditure											
Depreciation and amortisation	4,608	4,786	4,921	5,394	5,524	5,544	5,913	5,992	5,956	6,353	6,402
Cost of forestry harvested	-	-	-	-	-	-	-	269	62	2,779	-
(Gains) / losses in fair value of biological assets	(133)	(166)	(166)	(166)	(176)	(176)	(176)	(186)	(186)	(216)	-
(Gains) / losses from bad and doubtful debts	-	2	2	2	2	2	2	2	2	2	2
(Gains) / losses on disposal of property, plant and equipment	-	-	-	-	-	-	-	-	-	-	-
	4,475	4,621	4,757	5,230	5,349	5,369	5,739	6,076	5,834	8,917	6,404
Add / (less) items classified as investing or financing											
Proceeds from sale of Eric Batchelor Place subdivision sections	(134)	-	-	-	-	-	-	-	-	-	-
Proceeds from harvest of forest assets	-	-	-	-	-	-	-	(269)	(62)	(2,779)	-
	(134)	-	-	-	-	-	-	(269)	(62)	(2,779)	-
Plus / (less) movements in working capital											
(Increase) / decrease in inventories	100	-	-	-	-	-	-	-	-	-	-
(Increase) / decrease in other financial assets	-	(3)	21	5	(38)	(19)	7	(55)	(26)	(29)	(16)
(Increase) / decrease in debtors and other receivables	57	635	-	-	-	-	-	-	-	-	-
(Increase) / decrease in creditors and other payables	(180)	-	-	-	-	-	-	-	-	-	-
(Increase) / decrease in provisions	(5)	-	-	-	-	-	-	-	-	-	-
	(28)	632	21	5	(38)	(19)	7	(55)	(26)	(29)	(16)
Net Cash flows from operating activities	4,175	4,552	4,487	4,518	4,837	5,416	5,434	5,604	6,357	6,356	7,130

Prospective Reconciliation of Net Surplus to Funding Impact Statement for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Operating surplus / (deficit) from Group Statements											
Community Services	(33)	(175)	(136)	(146)	(157)	(167)	(188)	(198)	(209)	(220)	(231)
Community Facilities	(268)	(469)	(377)	(313)	(364)	(417)	(351)	(389)	(347)	(302)	(339)
District Planning & Regulatory Services	51	31	(144)	(144)	33	33	34	35	36	37	37
Organisation and Governance	168	71	156	157	104	135	182	76	177	218	68
Roading and Footpaths	(235)	(69)	399	81	232	683	182	293	722	175	632
Water Supply	127	(84)	(184)	(366)	(371)	(286)	(265)	(95)	74	177	380
Sewerage and Sewage	46	21	2	6	31	55	60	86	105	107	133
Waste Management	12	(26)	(8)	8	18	29	35	44	53	57	62
Stormwater	(6)	-	-	-	-	-	-	-	-	-	-
Surplus / (deficit) after tax - Statement of Comprehensive Income	(138)	(701)	(291)	(717)	(474)	66	(311)	(148)	611	247	743
Less Capital grants, subsidies and donations	(1,672)	(1,708)	(2,023)	(1,847)	(2,037)	(2,391)	(2,129)	(2,177)	(2,555)	(2,278)	(2,676)
Less Development and financial contributions	(87)	(61)	(63)	(64)	(66)	(67)	(69)	(71)	(73)	(75)	(77)
Less Revaluation (Gains) / losses not included in the FIS	(39)	(165)	(166)	(166)	(176)	(176)	(176)	(186)	(186)	(216)	-
Plus Cost of forestry not included in FIS	-	-	-	-	-	-	-	269	62	2,779	-
Plus Bad and doubtful debts not included in FIS	-	1	2	3	3	2	3	3	3	2	3
Plus Depreciation not included in the FIS	4,608	4,786	4,921	5,394	5,524	5,544	5,913	5,992	5,956	6,353	6,402
	2,810	2,852	2,671	3,320	3,247	2,911	3,542	3,829	3,207	6,564	3,652
Surplus / (deficit) of operating funding	2,672	2,151	2,380	2,603	2,773	2,977	3,230	3,681	3,818	6,812	4,394
Surplus / (deficit) of operating funding as per FIS	2,672	2,151	2,380	2,603	2,773	2,977	3,230	3,681	3,818	6,812	4,394

Prospective Statement of General and Targeted Rates for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
General and Targeted Rates											
General Rates	1,042	1,100	1,124	1,205	1,231	1,269	1,313	1,339	1,387	1,456	1,484
Targeted Rates	8,281	8,813	9,358	9,976	10,415	10,841	11,221	11,642	12,036	12,441	12,887
Remissions	(40)	(40)	(41)	(42)	(42)	(43)	(44)	(45)	(46)	(48)	(49)
	9,283	9,873	10,442	11,139	11,604	12,067	12,490	12,935	13,376	13,849	14,323
General and Targeted Rates by Activity											
Community Facilities Group											
Camping	-	-	-	-	-	-	-	-	-	-	-
Cemeteries	33	48	52	53	54	64	67	69	69	63	66
Event Centre - General Rates	55	226	231	237	241	245	246	250	255	261	265
Event Centre - Targeted Rates	164	171	171	171	171	171	171	171	171	171	171
Parks and Public Spaces	548	606	662	687	715	743	749	763	780	774	784
Property	109	135	170	212	217	221	226	231	236	241	247
Swimming Pool	177	207	208	223	204	203	202	205	204	209	236
Community Services Group											
Community Support	124	127	128	131	133	136	140	142	145	149	152
Economic Development and Promotions	204	213	199	208	209	217	209	216	218	228	229
Emergency Management	134	174	171	172	171	171	172	173	175	177	179
Library	348	350	358	367	407	417	416	428	441	456	470
District Planning & Regulatory Services Group											
Building Control	221	171	187	194	197	199	197	201	207	210	212
Dog and Animal Control	139	40	41	41	41	41	42	44	44	44	44
Environmental Services	119	128	130	133	136	139	142	145	149	152	156
Resource Management	175	170	174	189	194	197	199	202	205	208	211
Organisation and Governance Group											
Central Administration	-	-	-	-	-	-	-	-	-	-	-
Community Representation	936	823	830	852	869	885	908	924	942	967	986
Investments and Finance - General Rates	(687)	(675)	(665)	(648)	(643)	(633)	(617)	(612)	(602)	(585)	(581)
Investments and Finance - Targeted Rates	48	48	49	50	51	52	53	55	56	57	59
Strategy	540	566	554	571	577	587	611	609	627	646	654
Roading and Footpaths Group											
Roading and Footpaths	2,334	2,550	2,733	2,914	3,045	3,179	3,272	3,373	3,461	3,553	3,649
Sewerage and Sewage Group											
Sewerage and Sewage	495	526	558	591	621	653	686	721	751	782	815
Stormwater Drainage Group											
Stormwater Drainage	103	93	105	115	115	114	117	116	116	119	119
Waste Management Group											
Waste Management	948	1,009	1,043	1,121	1,160	1,188	1,214	1,240	1,243	1,270	1,278
Water Supply Group											
Rural Water Supply	1,345	1,447	1,581	1,738	1,861	1,978	2,118	2,284	2,459	2,629	2,812
Urban Water Supply	672	720	771	817	858	902	948	985	1,025	1,067	1,110
	9,283	9,873	10,442	11,139	11,604	12,067	12,490	12,935	13,376	13,849	14,323
Total General and Targeted Rates by Activity											
Rateable Rating Units	4,288	4,289	4,289	4,289	4,289	4,289	4,289	4,289	4,289	4,289	4,289
Non-Rateable Rating Units	166	169	169	169	169	169	169	169	169	169	169
	4,454	4,458	4,458	4,458	4,458	4,458	4,458	4,458	4,458	4,458	4,458

Prospective Statement of Depreciation and Amortisation for the years ended 30 June 2019 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Depreciation and Amortisation by Activity											
Community Facilities Group											
Camping	98	102	105	110	117	117	118	127	117	112	117
Cemeteries	11	11	14	12	11	21	20	19	19	12	13
Event Centre	112	152	151	151	165	165	161	177	177	177	194
Parks and Public Spaces	150	123	129	125	138	135	133	141	140	128	136
Property	233	245	254	259	310	315	314	333	330	331	358
Swimming Pool	68	56	53	51	51	49	47	48	46	49	51
Community Services Group											
Economic Development and Promotions	-	-	-	-	-	-	-	-	-	-	-
Emergency Management	5	24	19	16	13	11	9	7	6	5	4
Library	51	68	69	70	72	75	66	70	74	79	84
District Planning & Regulatory Services Group											
Building Control	17	11	17	17	17	17	13	14	14	14	14
Dog and Animal Control	3	9	9	9	9	9	10	10	10	10	10
Environmental Services	-	-	-	-	-	-	-	-	-	-	-
Resource Management	-	-	-	-	-	-	-	-	-	-	-
Organisation and Governance Group											
Central Administration	157	204	227	241	276	281	298	316	315	318	316
Community Representation	1	1	1	-	-	-	-	-	-	-	-
Investments and Finance	-	-	-	-	-	-	-	-	-	-	-
Strategy	-	-	-	-	-	-	-	-	-	-	-
Roading and Footpaths Group											
Roading and Footpaths	2,779	2,853	2,856	3,117	3,121	3,125	3,410	3,414	3,418	3,730	3,734
Sewerage and Sewage Group											
Sewerage and Sewage	208	216	216	234	234	234	252	252	252	272	272
Stormwater Drainage Group											
Stormwater Drainage	39	36	37	41	41	41	44	44	44	47	47
Waste Management Group											
Waste Management	46	45	45	87	87	87	87	87	63	62	43
Water Supply Group											
Rural Water Supply	389	401	477	596	604	605	653	652	652	704	704
Urban Water Supply	239	230	240	259	259	259	280	280	280	302	302
Total Depreciation and Amortisation	4,608	4,786	4,921	5,394	5,524	5,544	5,913	5,992	5,956	6,353	6,402

Prospective Statement of Debt for the years ended 30 June 2019 to 2028

Council's definition of total debt for the purpose of setting debt limits includes both internal and external debt, (except where internal debt is defined as internal but is funded specifically from external sources).

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Internal Debt											
Waimate Event Centre *Note	2,738	2,716	2,692	2,667	2,641	2,613	2,584	2,554	2,522	2,488	2,453
Bridge Replacements Loan *Note	398	358	511	569	513	639	578	701	635	752	682
Urban Water Scheme *Note	1,262	2,522	3,252	3,412	3,542	3,742	3,842	4,042	4,102	4,062	4,022
Waste Management - Disposal	571	549	527	505	483	461	439	417	395	373	351
Sewerage	1,010	1,372	1,434	1,496	1,558	1,480	1,402	1,324	1,216	1,068	920
Stormwater	-	150	250	220	180	140	100	60	20	-	-
Total Internal Loans	5,979	7,667	8,666	8,869	8,917	9,075	8,945	9,098	8,890	8,743	8,428
External Debt	3,335	6,184	10,360	13,335	14,909	14,881	14,352	13,722	12,690	8,756	7,221
Total Debt	9,314	13,851	19,026	22,204	23,826	23,956	23,297	22,820	21,580	17,499	15,649
Total Debt (excluding items as noted)	6,425	9,456	13,684	16,618	18,035	18,035	17,344	16,736	15,538	11,622	9,916

* Note - The Bridge Replacements Loan, Waimate Event Centre Loan and Urban Water Scheme Loans (partially), while Internal are also funded from specific External Debt so are effectively double counted in the above table.

PROSPECTIVE TEN YEAR CAPITAL EXPENDITURE

Description	2017/18 Annual Plan Budget \$000	2018/19 LTP Budget \$000	2019/20 LTP Budget \$000	2020/21 LTP Budget \$000	2021/22 LTP Budget \$000	2022/23 LTP Budget \$000	2023/24 LTP Budget \$000	2024/25 LTP Budget \$000	2025/26 LTP Budget \$000	2026/27 LTP Budget \$000	2027/28 LTP Budget \$000	REP %	LOS %	AD %
Community Facilities														
Camping														
Waitaki Lakes Camp - New Signs & Water monitoring system (SCADA)	5													
Waitaki Lakes Camp - Pipe Renewals		10	10	10	11	11	11	11	12	12	12	100		
Waitaki Lakes Camp - Te Aka & Waitangi Chlorine Dosing UV		48	31	31									100	
Waitaki Lakes Camp - Vehicle replacement		32					36					100		
Victoria Park Camp - Driveway reseal		8		8								100		
Victoria Park Camp - Tennant St Cabins driveway reseal		25										100		
Victoria Park Camp - Upgrade power points		18										100		
Victoria Park Camp - Sundry plant	5	5	5	6	6	7	7	8	8	8	10	100		
Knottingley Park Camp - Power points		10										100		
Camping	10	156	46	56	17	17	54	19	20	20	22			
Cemeteries														
Cemetery - Extension									14	33	36			100
Cemetery - Reseal driveway						8						100		
Cemetery - Walker Mower replacement			42									100		
Cemetery - Tipper truck replacement						51					58	100		
Cemeteries			42			59			14	33	94			
Event Centre														
Waimate Event Centre Landscaping		40	41										100	
Waimate Event Centre Online booking system		20											100	
Event Centre		60	41											
Parks and Public Spaces														
Victoria Park - Sundry plant	7	7	7	7	9	9	9	9	9	10	10	100		
Victoria Park - Mower	61											100		
Victoria Park - New learn to ride area					53								100	
Victoria Park - Repaint the cycle track								14					100	
Victoria Park - Restain fence cycle track oval	9											100		
Victoria Park - Repair asphalt in yard	5											100		
Victoria Park - Repair asphalt in playground carpark	2											100		
Victoria Park - Replace ausplay playground	47											100		
Knottingley Park - Driveway reseal		25										100		
Knottingley Park - Culvert and small bridge replacement		18										100		
Knottingley Park - Playground matting			72									100		
Urban Reserves - Reseal walkway						13						100		
Urban Reserves - Playground safety matting	14											100		
Morven Reserve - Miscellaneous capital	9											100		
Parks and Public Spaces	155	50	79	7	62	22	9	23	9	10	10			

Description	2017/18 Annual Plan Budget	2018/19 LTP Budget	2019/20 LTP Budget	2020/21 LTP Budget	2021/22 LTP Budget	2022/23 LTP Budget	2023/24 LTP Budget	2024/25 LTP Budget	2025/26 LTP Budget	2026/27 LTP Budget	2027/28 LTP Budget	REP %	LOS %	AD %
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000			
Property														
Michael Street Depot - Reseal yard	10													
Local Govt Centre - Library / LGC extension scoping/plans				100									100	
Local Govt Centre - Library / LGC extension					1,400								100	
Local Govt Centre - Meeting rooms refurbishment		30										100		
Local Govt Centre - Carpet			31									100		
Local Govt Centre - Heatpumps		10	10				11					100		
Local Govt Centre - Blinds	3											100		
Local Govt Centre - Vinyl	5											100		
Local Govt Centre - Sundry purchases	5	5	5	5	5	5	6	6	6	6	6	100		
Community Housing - Replacement stoves	3		3				3					100		
Community Housing - Hot Water Cylinders	5	5	5	10	5	5	11	6	6	12	6	100		
Community Housing - Heatpumps				8		8						100		
Public Toilets - New Town toilets	200												100	
Property	231	50	54	123	1,411	30	20	11	12	18	12			
Swimming														
Swimming Pool - Replace pool covers										33		100		
Swimming Pool - Replace heating system	243											100		
Swimming Pool - Purchase inflatables		4										100		
Swimming	243	4								33				
Total Community Facilities	639	320	262	187	1,490	128	83	54	55	113	139			
Community Services														
Library														
Library - Books	62	60	61	63	64	66	67	69	70	72	74	100		
Library - Furniture and shelving	4											100		
Library - Self Service and Library item security software		60											100	
Library	66	120	61	63	64	66	67	69	70	72	74			
Emergency Management														
Emergency Management - Civil Defence mobile hardware	1													
Emergency Management	1													
Total Community Services	67	120	61	63	64	66	67	69	70	72	74			
District Planning & Regulatory Services														
Building Control														
Building Control - Motor vehicles replacements			31					34				100		
Building Control - Motor vehicles replacements			31					34				100		
Building Control - Online consenting		20											100	
Building Control - Sundry purchases	1													
Building Control	1	20	61					69						

Description	2017/18 Annual Plan Budget	2018/19 LTP Budget	2019/20 LTP Budget	2020/21 LTP Budget	2021/22 LTP Budget	2022/23 LTP Budget	2023/24 LTP Budget	2024/25 LTP Budget	2025/26 LTP Budget	2026/27 LTP Budget	2027/28 LTP Budget	REP %	LOS %	AD %
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000			
Dog and Animal Control														
Animal Control - Motor vehicles replacements		37					41					100		
Dog and Animal Control		37					41							
Total District Planning & Regulatory Services	1	57	61				41	69						
Organisation & Governance														
Central Administration														
Support Services - Motor vehicle replacements		30					34					100		
Support Services - Motor vehicle replacements			36					40				100		
Support Services - Cleaners motor vehicle		35					39						100	
Support Services - Furniture and Fittings		15	15	16	16	16	17	17	18	18	19	100		
Support Services - Computers/hardware	10	15	15	16	16	16	17	17	18	18	19	100		
Support Services - General	12	10				11					12	100		
Support Services - Servers	90					96				108		100		
Support Services - Telephone/PABX Upgrade	15		15					17				100		
Support Services - UPS	15		15					17				100		
Support Services - Magiq upgrades		10	10	52	11	11	56	11	12	60	12	100		
Support Services - Single customer database	5											100		
Support Services - Event Centre	7											100		
Utilities - Sundry plant and equipment	6	22	5	5	5	16	6	6	11	18	12	100		
Utilities - Digger replacement				45					50			100		
Utilities - Motor vehicle replacements					34					39		100		
Utilities - Motor vehicle replacements				33					38			100		
Utilities - Motor vehicle replacements			33									100		
Utilities - Motor vehicle replacements			33									100		
Utilities - Motor vehicle replacements		13					15					100		
Utilities - Motor vehicle replacements		32					36					100		
Utilities - Water Technician motor vehicle			49					55					100	
Roading - Motor vehicle replacements			33					37				100		
Roading - Motor vehicle replacements			33					37				100		
Roading - Motor vehicle replacements		32					36					100		
Asset Management - SCADA		9		4		5				7		100		
Parks - Sundry plant and equipment		8	8	8	10	10	10	11	12	12	12	100		
Parks - Walker Mower Replacement		41					50					100		
Parks - John Deere mower replacement					69						87	100		
Parks - Trailer Replacement						15						100		
Parks - John Deere tractor replacement		84										100		
Parks - Motor vehicle replacements		32					36					100		
Parks - Motor vehicle replacements		32					36					100		
Parks - Motor vehicle replacements		32					36					100		
Parks - Isuzu Tipper Truck replacement								71				100		
Total Organisation & Governance	160	452	300	180	268	91	421	421	158	281	173			

Description	2017/18 Annual Plan Budget	2018/19 LTP Budget	2019/20 LTP Budget	2020/21 LTP Budget	2021/22 LTP Budget	2022/23 LTP Budget	2023/24 LTP Budget	2024/25 LTP Budget	2025/26 LTP Budget	2026/27 LTP Budget	2027/28 LTP Budget	REP %	LOS %	AD %
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000			
Roading & Footpaths														
Roading - resealing	1,160	1,250	1,278	1,306	1,364	1,394	1,425	1,457	1,490	1,525	1,560	100		
Roading - drainage construction	85	195	199	229	285	291	298	304	311	319	326	100		
Roading - culvert replacement	60	107	109	136	139	142	145	148	152	155	159	100		
Roading - kerb and channel renewal	86	123	126	178	165	169	173	177	181	185	189	100		
Roading - concrete ford renewal	25	45	46	47	48	49	50	51	52	54	55	100		
Roading - pavement rehabilitation	175	301	308	315	449	459	469	480	491	502	514	100		
Roading - structures component replacements	260	152	155	158	208	213	217	222	227	233	238	100		
Roading - sign renewal	52	59	60	61	63	64	65	67	68	70	72	100		
Roading - lighting renewal					19	20	20	21	21	21	22	100		
Roading - minor improvements	339	330	337	350	352	359	368	376	379	394	392		100	
Roading - bridge improvements	482		463			514			554		585	25	75	
Roading - footpath renewal	91	150	153	157	160	164	167	171	175	179	183	100		
Roading - minor improvements (non-sub)	25	25	26	26	27	27	28	29	29	30	31		100	
Roading - seal extensions	51	50	51	52	53	55	56	57	58	60	61		100	
Roading - development	51	60	61	63	64	65	67	68	70	72	73		100	
Total Roding & Footpaths	2,942	2,847	3,372	3,078	3,396	3,985	3,548	3,628	4,259	3,797	4,460			

Description	2017/18 Annual Plan Budget	2018/19 LTP Budget	2019/20 LTP Budget	2020/21 LTP Budget	2021/22 LTP Budget	2022/23 LTP Budget	2023/24 LTP Budget	2024/25 LTP Budget	2025/26 LTP Budget	2026/27 LTP Budget	2027/28 LTP Budget	REP %	LOS %	AD %
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000			
Water Supply														
Rural Water														
Cannington - renewals		5	5	5	5	6	6	6	6	6	6	100		
Cannington - Drinking Water compliance upgrade		700										2	98	
Cannington - Pratts Pumphouse - New Board and Telemetry					25							30	70	
Cannington - Pratts Pumphouse - Pump 1 Renewal										5		100		
Cannington - Pratts Chlorine Analyser					17								100	
Cannington - Renewal maintenance of Intake Weir							15					100		
Hook / Waituna - renewals	11	20			8	22	23	23	24	25	26	100		
Hook / Waituna - Drink Water Intake/Plant Compliance Upgrade		400											100	
Hook / Waituna - Simmons Pumphouse Panel and Telemetry			23									30	70	
Hook / Waituna - O' Donnell's Pumphouse Panel and Telemetry				23								3	97	
Hook / Waituna - Garlands Pumphouse Telemetry					9								100	
Hook / Waituna - Simmons Pumphouse Pump 2 Renewal and fitting		6										100		
Hook / Waituna - O' Donnell's Pumphouse Pump 1 Renewal					4							100		
Hook / Waituna - Tekit Pumphouse Pump 2 Renewal			3									100		
Hook / Waituna - Simmons Pumphouse Pump 1 Renewal										5		100		
Hook / Waituna - Garlands Road Chlorine Analyser (Monitoring)			16										100	
Hook / Waituna - Flow Meter Replacement								7				100		
Lower Waihao - renewals	5	5	5	5		6	6	6		6	6	100		
Lower Waihao - Drink Water Intake/Plant Compliance Upgrade		15	797	921								1	99	
Lower Waihao - Glenavy Township Mains Renewal					76				84			100		
Lower Waihao - Glenavy Township Restrictor Renewal					11				12			40	60	
Lower Waihao - Glenavy Chlorine Monitoring Station					58								100	
Lower Waihao - Lower Waihao Reservoir Telemetry Renewal			8									100		
Lower Waihao - Lower Waihao Boost Pump 3 Renewal									7			100		
Lower Waihao - Telemetry - Lower Waihao Boost Renewal								9				100		
Lower Waihao - Flow meter replacement							7					100		
Lower Waihao - Old Ferry Road 150mm AC renewal		40		43		45						100		
Otaio / Makikihi - renewals		17										100		
Otaio / Makikihi - New Bore Redundancy					133								100	
Otaio / Makikihi - Wilton - 2500m 80mm PVC + 400m 32 OD			28	29								80	20	
Otaio / Makikihi - Makikihi Township Mains Renewal								82				100		
Otaio / Makikihi - Sullivan - Tavistock Renewal	45											100		
Otaio / Makikihi - Makikihi Township Restrictor Renewal								12				40	60	
Otaio / Makikihi - Tavistock Bore - treatment - filter & UV		167											100	
Otaio / Makikihi - Makikihi Chlorine Monitoring Station					58								100	
Otaio / Makikihi - Flow meter replacement								6				100		
Waihaorunga - Renewals		4			11							100		
Waihaorunga - Drink Water Intake/Plant Compliance Upgrade		8	514	527								1	99	
Waihaorunga - Takitu Pumphouse - New Board and Telemetry						24						30	70	

Description	2017/18 Annual Plan Budget	2018/19 LTP Budget	2019/20 LTP Budget	2020/21 LTP Budget	2021/22 LTP Budget	2022/23 LTP Budget	2023/24 LTP Budget	2024/25 LTP Budget	2025/26 LTP Budget	2026/27 LTP Budget	2027/28 LTP Budget	REP %	LOS %	AD %
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000			
Rural Water Supply continued														
Waikakahi - renewals	5	5	5	5	5	6	6	6	6	6	6	100		
Waikakahi - Pipe renewals					38							100		
Waikakahi - Drink Water Intake/Plant Compliance Upgrade		15	1,439	1,474								1	99	
Waikakahi - Dyer/Cochrane - 800m 40 OD		5										100		
Waikakahi - Elephant Hill Rd Dyer -1.5km 63 OD (16bar), 1km		29										100		
Waikakahi - Mehrtens/Cameron 700m 32 OD						5						100		
Waikakahi - Harrison B/T 1.5km 63 OD						12						100		
Waikakahi - McKay/ Francis 1.3km 40 OD							13					100		
Waikakahi - H Dyer Back Face		5										100		
Waikakahi - LW WK Booster PH - Pump 4									16			100		
Waikakahi - Dog Kennel Road PH - Pump 1										22		100		
Waikakahi - Telemetry - Claytons Resevior		8										100		
Waikakahi - Telemetry - Dog Kennel PH								9				100		
Waikakahi - Telemetry - Dog Kennel Reapeater		8										100		
Waikakahi - Telemetry - Waikakahi Reservoir											8	100		
Waikakahi - Pump 2 Renewal		28										100		
Rural Water	66	1,488	2,844	3,032	459	125	74	166	155	75	52			
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000			
Urban Water														
Waimate Urban Water - Rising main renewals	214	214	220											100
Waimate Urban Water - Lateral renewals	54	60	62	63	65	66	68	70	72	74	77	25	75	
Waimate Urban Water - AC Water main renewals	107	110	113	116	119	122	125	129	132	136	141	100		
Waimate Urban Water - CI Water main renewals	160	160	164	168	173	177	182	187	192	198	204	100		
Waimate Urban Water - Manchesters Road bore replacement	250											100		
Waimate Urban Water - Pressure Management			77										100	
Waimate Urban Water - Tim Rd Retic Sub Pump 1: SP160-7 92kW						28						100		
Waimate Urban Water - Tim Rd Retic Sub Pump VFD VLT6000						38						100		
Waimate Urban Water - Tim Rd Retic Sub Pump VFD VLT2800						3						100		
Waimate Urban Water - Tim Rd Retic Sub Pump 1 Harmonic Filter						28							100	
Waimate Urban Water - Tim Rd Retic Sub Pump 1 Harmonic Filter		25											100	
Waimate Urban Water - Man Rd Plant - treatment - filter & UV		167											100	
Waimate Urban Water - Tim Rd Plant - treatment - filter & UV			279										100	
Waimate Urban Water - Waimate Reservoir Chlorine Analyser			16										100	
Waimate Urban Water - Waimate Reservoir Wash Down Pump				4								100		
Waimate Urban Water - Telemetry - Waimate Reservoir		8										100		
Waimate Urban Water - Telemetry - Timaru Rd Plant								9				100		
Waimate Urban Water - Telemetry - Manchesters Bore								9				100		
Waimate Urban Water - Fire Hydrant Upstand with meter		2											100	
Waimate Urban Water - Waimate Reservoir Cover Replacement								117				100		
Waimate Urban Water - Waimate Reservoir 240V Switch Board			8									100		
Urban Water	785	746	940	351	356	461	375	521	397	409	422			
Total Water Supply	851	2,234	3,783	3,383	815	586	450	687	552	484	474			

Description	2017/18 Annual Plan Budget	2018/19 LTP Budget	2019/20 LTP Budget	2020/21 LTP Budget	2021/22 LTP Budget	2022/23 LTP Budget	2023/24 LTP Budget	2024/25 LTP Budget	2025/26 LTP Budget	2026/27 LTP Budget	2027/28 LTP Budget	REP %	LOS %	AD %
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000			
Stormwater														
Stormwater - Manse Street (Town Belt to Harris)	145	39											100	
Stormwater - Belt Street to Town Belt	15	40											100	
Stormwater - Pipeline, New Sumps Intersection Shearman/Glasgow St		104											100	
Stormwater - Weather Station - in township		7											100	
Stormwater - Queen Street Upgrade			134									50	50	
Stormwater - Herbert St 225 iron pipe crossing			6									100		
Stormwater - SW Manhole SW171 Replacement								6				100		
Stormwater - CCTV assessment of storm water mains.		5		5		6		6		6			100	
Total Stormwater	160	195	140	5		6		12		6				
Sewerage and Sewage														
Sewer - Waimate Urban Renewals	210	22	242	306	242	338	358	367	391	390	415	100		
Sewer - Aerator 2	33											100		
Sewer - Aerator 1			34									100		
Sewer - Edward Street Upgrade (Renewal)		551										50	50	
Sewer - Cable Extension for Aerator 1			20										100	
Sewer - Smoke Testing Equipment			4										100	
Sewer - Milliscreen														
Sewer - Weather Station - at WWTP		6											100	
Sewer - Permant D.O. Probe and control - Dual Probe			10										100	
Sewer - Telemetry - WWTP		8										100		
Sewer - WWTP Electric Winch for Sewer Pumps				2									100	
Sewer - WWTP Submersible Pump 1 Renewal				21									100	
Sewer - WWTP Submersible Pump 2 Renewal						22							100	
Sewer - WWTP Milliscreen					72								100	
Sewer - WWTP Electrics General 240, 24 Volts								13					100	
Sewer - WWTP In flow Meter Renewal										5			100	
Sewer - WWTP Out flow Meter Renewal										7			100	
Sewer - WWTP Repair of Riprap wall on Ponds		40											100	
Sewer - WWTP Alarming/monitoring of Out flow Meter			4											100
Sewer - Pond bypass Valves Renewal				13								80	20	
Sewer - Disposal Field Border Dyke Maintenance		11										100		
Sewer - Telemetry - Milford							9					100		
Sewer - Milford - Flygt Controller (PLC)							3					100		
Total Sewerage and Sewage	243	638	314	342	314	360	370	380	391	402	415			
Waste Management														
Waste Management - Wheelie Bin Replacements	6	3	3	3	3	3	3	3	4	4	4	100		
Waste Management - Public refuse/recycle Bins - Public Toilet		4												100
Waste Management - Public refuse/recycle Bins - Boland Park			4											100
Waste Management - Weighbridge				120										100
Waste Management - Compactor				119										100
Total Waste Management	6	7	7	242	3	3	3	3	4	4	4			
Total Capital Expenditure	5,069	6,870	8,301	7,479	6,349	5,224	4,984	5,322	5,488	5,159	5,739			

RESERVE FUNDS

Financial Reserves

The following statement of financial reserves concerns Restricted Reserves and council created reserves included in Council's equity.

Council has several types of council created reserves, which are maintained by the council for a specific purpose.

These funds are categorised as follows:

- Council created General Reserves
- Council created Civic Amenities Rate Reserves
- Council created Targeted Rate Reserves
- Council created Internal Loan Reserves
- Asset Renewal Reserves

Restricted Reserves

Reserve	Opening Balance 1 July 2018 \$000	Deposits \$000	Withdrawals \$000	Closing Balance 30 June 2028 \$000
Endowment Land	228			228
Downlands Asset Replacement Reserve	659			659
Downlands Capital Contributions	15			15
Perpetual Graves Reserve	93			93
Esplanade Reserve	46			46
Subdivision Contribution Reserve	430	219	(469)	180
Friends of Knottingley Park	5			5
Library Bequests	211			211
Waste Minimisation Reserve	156	350	(60)	446
Te Aka Road Grant - Rockfall Protection	62			62
Te Aka Road Grant - Recreational	84			84
Waimate District Community Complex	197			197
Heritage Grant	6			6
Waimate Community Halls	27			27
Total Restricted Reserves	2,219	569	(530)	2,259

Council Created General Reserves

Separate Accounts are maintained for each activity to ensure that the funds are held and used for the specific purpose intended.

Reserve	Opening Balance 1 July 2018 \$000	Deposits \$000	Withdrawals \$000	Closing Balance 30 June 2028 \$000
General Reserves	74	16	(466)	(375)
Property Reserve	121	87	(2,671)	(2,463)
Community Housing	(156)	0	(505)	(660)
Forestry Reserve	(126)	2,257	(375)	1,756
Camping	631		(1,050)	(419)
Rates Smoothing Reserve	418	0	(12)	406
Total Council Created General Reserves	962	2,359	(5,077)	(1,755)

For each reserve the below specifies the purpose of that Reserve/Fund, and the Council Activity to which it relates.

Restricted Reserves	Purpose	Council Activity
Discretionary		
Perpetual Graves	Future development of cemeteries in the District	Cemeteries
Esplanade	To purchase/develop esplanade strips or reserves	Parks and Public Spaces
Subdivision	Development of recreational reserves in the Waimate district	Parks and Public Spaces
Waste Minimisation	Waste Levy income received to fund waste minimisation initiatives	Waste Management
Restricted		
Endowment Land	Purchase of endowment land	Property
Te Aka Road Grant - Rock fall Protection	Rockfall protection at Te Akatarawa Road	Roading
Te Aka Road Grant - Recreational	Development of public recreational areas adjoining Te Akatarawa Road	Camping
Waimate District Community Complex	Investigation and/or refurbishment of the Waimate District Community Complex	Property
Heritage Fund Reserve	Provide support for Heritage projects within the community	Community Support
Ministry of Youth Development Grant	Youth development in the community	Community Support
Trusts		
Friends of Knottingley Park	Beautification of Knottingley Park	Parks and Public Spaces
Library Bequests	Purchase of Library Books	Library
Non-cash		
Downlands Asset Replacement	Asset Replacement for Downlands Water Scheme	Water Supply
Downlands Capital Contributions	Capital Contributions for Downlands Water Scheme	Water Supply

Council Created General Reserves

General Reserves	General funds accumulated/borrowed over time	Investments and Finance, Building Control, Emergency Management, Regulatory Services, Dog and Animal Control, Community Representation, Strategy, Managing Services, Economic Development and Promotions, Community Support, Roding, and Stormwater Drainage
Property Reserve	Funds accumulated over time for Council property, including Rental Property, Local Government Centre, Waimate Airport, Waimate District Community Complex and Queen Street Subdivision	Property
Community Housing	Funds accumulated/borrowed over time for Community Housing	Property
Forestry Reserve	Funds accumulated/borrowed over time for Forestry	Forestry
Camping	Funds accumulated over time for Camping facilities at Waitaki Lakes, Victoria Camp, Knottingley Park Camp and St Andrews Recreational Reserve Camp	Camping
Rates Smoothing Reserve	To spread the funding of specific expenditure items over a number of years to smooth the rates impact, e.g. District Plan income and expenditure	Resource Management

Council Created Civic Amenities Rate Reserve

Separate Accounts are maintained for each activity to ensure that the funds are held and used for the specific purpose intended.

Reserve	Opening Balance 1 July 2018 \$000	Deposits \$000	Withdrawals \$000	Closing Balance 30 June 2028 \$000
Council Created Civic Amenities Rate Reserve	1,296	473	(991)	778

Council Created Targeted Rate Reserves

Separate Accounts are maintained for each activity to ensure that the funds are held and used for the specific purpose intended.

Reserve	Opening Balance 1 July 2018 \$000	Deposits \$000	Withdrawals \$000	Closing Balance 30 June 2028 \$000
Urban Water Scheme	(133)	0	(421)	(553)
Sewerage	318	226	-	545
Waste Management - Collection	161	271	0	432
Rural Water Scheme Operating Reserves				
Cannington / Motukaika	79	0	(140)	(61)
Cattle Creek	(16)	0	0	(16)
Hook / Waituna	(96)	0	(114)	(211)
Lower Waihao	94	0	(83)	11
Otaio / Makikihi	132	0	(11)	121
Waihaorunga	(58)	0	(182)	(240)
Waikakahi	(7)	0	(434)	(441)
Total Council Created Targeted Rate Reserves	473	497	(1,385)	(414)

Council Created Internal Loan Reserves

Separate internal loan accounts are maintained for each activity where a loan is required to fund specific projects. These loans are repaid and funded according to the revenue and financing policy.

Reserve	Opening Balance 1 July 2018 \$000	Deposits \$000	Withdrawals \$000	Closing Balance 30 June 2028 \$000
Waimate Event Centre	(2,909)	286	-	(2,623)
Bridge Replacements Loan	(398)	400	(684)	(682)
Urban Water Scheme	(1,262)	400	(3,160)	(4,022)
Waste Management - Disposal	(571)	220	0	(351)
Sewerage	(1,010)	380	(290)	(920)
Stormwater	-	1,120	(1,120)	-
Total Council Created Internal Loan Reserves	(6,150)	2,806	(5,254)	(8,598)

Civic Amenities Rate Council Created Reserve

Civic Amenities Rate Reserve	Civic Amenities rates accumulated funds over time for activities subject to the Civic Amenities Rate	Property, Library, Cemeteries, Parks and Public Spaces, Swimming, and Waste Management
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Targeted Rate Council Created Reserves

Urban Water Scheme	General funds accumulated/borrowed for operation of the Waimate Urban Water Supply	Water Supply
Sewerage	General funds accumulated/borrowed for operation of the Waimate Urban Sewerage Network	Sewerage and Sewage
Waste Management - Collection	General funds accumulated for the operation of Waste Management	Waste Management
Rural Water Scheme Operating Reserves		
Cannington/ Motukaika	Funds accumulated for operation of the water supply scheme	Water Supply
Cattle Creek	Funds accumulated for operation of the water supply scheme	Water Supply
Hook/Waituna	Funds accumulated for operation of the water supply scheme	Water Supply
Lower Waihao	Funds accumulated for operation of the water supply scheme	Water Supply
Otaio/Makikihi	Funds accumulated for operation of the water supply scheme	Water Supply
Waihaorunga	Funds accumulated for operation of the water supply scheme	Water Supply
Waikakahi	Funds accumulated for operation of the water supply scheme	Water Supply

Internal Loan Council Created Reserves

Urban Water Scheme	Internally borrowed funds for future repayment by the users of the service	Water Supply
Sewerage	Internally borrowed funds for future repayment by the users of the service	Sewerage and Sewage
Waste Management - Disposal	Internally borrowed funds for future repayment by the users of the service	Waste Management

Asset Renewal Reserves

Separate Asset Renewal Accounts are maintained for each activity to ensure that the funds are held and used for the specific purpose intended.

Reserve	Opening Balance 1 July 2018 \$000	Deposits \$000	Withdrawals \$000	Closing Balance 30 June 2028 \$000
General Asset Renewal Reserves				
General Asset Renewal Reserves	439	3,150	(2,972)	616
Property Reserve	844	3,628	(1,748)	2,724
Community Housing	401	908	(95)	1,214
Forestry Reserve	(85)	-	-	(85)
Camping	107	1,143	(429)	821
Stormwater	(157)	421	(363)	(99)
Civic Amenities Rate Asset Renewal Reserves				
Civic Amenities Rate Asset Renewal Reserves	(315)	3,298	(1,524)	1,460
Targeted Rate Asset Renewal Reserves				
Sewerage	240	2,434	(3,636)	(962)
Waste Management - Collection	199	288	(41)	446
Roading Reserve	(17)	36,390	(36,369)	4
Urban Water Scheme	(593)	2,689	(1,818)	279
Rural Water Schemes				
Cannington / Motukaika	141	378	(819)	(300)
Cattle Creek	8	12	-	19
Hook / Waituna	292	931	(668)	556
Lower Waihao	(20)	926	(2,178)	(1,271)
Otaio / Makikihi	(96)	840	(531)	214
Waihaorunga	75	452	(1,087)	(560)
Waikakahi	382	1,345	(3,189)	(1,461)
Total Asset Renewal Reserves	1,844	59,234	(57,465)	3,614

Fair Value through other comprehensive income reserve

Reserve	Opening Balance 1 July 2018 \$000	Deposits \$000	Withdrawals \$000	Closing Balance 30 June 2028 \$000
Fair value through other comprehensive income	19,501	22,017	-	41,518

Total Restricted and Council Created Reserves

20,146 87,956 (70,701) 37,401

Asset Renewal Reserves

General Asset Renewal Reserves

General Reserves	Funds accumulated for future asset replacement	Investments and Finance, Building Control, Resource Management, Emergency Management, Regulatory Services, Dog and Animal Control, Community Representation, Strategy, Managing Services, Economic Development and Promotions, and Community Support
Property Reserve	Funds accumulated for future asset replacement	Property
Community Housing	Funds accumulated for future asset replacement	Property
Forestry Reserve	Funds accumulated for future asset replacement	Forestry
Camping	Funds accumulated for future asset replacement for Camping facilities at Waitaki Lakes, Victoria Camp, Knottingley Park Camp and St Andrews Recreational Reserve Camp	Camping
Stormwater	Funds accumulated for future asset replacement	Stormwater Drainage

Civic Amenities Rate Asset Renewal Reserve

Civic Amenities Rate Asset Renewal Reserve	Funds accumulated for future asset replacement for activities subject to the Civic Amenities Rate	Property, Library, Cemeteries, Parks and Public Spaces, Swimming, and Waste Management
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Targeted Rate Asset Renewal Reserves

Sewerage	Funds accumulated for future asset replacement	Sewerage and Sewage
Waste Management - Collection	Funds accumulated for future asset replacement	Waste Management
Roading Reserve	Funds accumulated for future asset replacement	Roading
Urban Water Scheme	Funds accumulated for future asset replacement	Water Supply

Rural Water Schemes

Cannington/Motukaika	Funds accumulated for future asset replacement of the Cannington/Motukaika water supply	Water Supply
Cattle Creek	Funds accumulated for future asset replacement of the Cattle Creek water supply	Water Supply
Hook/Waituna	Funds accumulated for future asset replacement of the Hook/Waituna water supply	Water Supply
Lower Waihao	Funds accumulated for future asset replacement of the Lower Waihao water supply	Water Supply
Otaio/Makikihi	Funds accumulated for future asset replacement of the Otaio/Makikihi water supply	Water Supply
Waihaorunga	Funds accumulated for future asset replacement of the Waihaorunga water supply	Water Supply
Waikakahi	Funds accumulated for future asset replacement of the Waikakahi water supply	Water Supply

Fair Value through other Comprehensive Income Reserve

Fair Value through other Comprehensive Income	Financial assets revaluation gains/(losses), at fair value, through Other Comprehensive Income	Investments and Finance
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FUNDING IMPACT STATEMENT AND RATING INFORMATION

Prospective Funding Impact Statement for the years ended 30 June 2018 to 2028

	Annual Plan 30 June 2018 \$000	LTP 30 June 2019 \$000	LTP 30 June 2020 \$000	LTP 30 June 2021 \$000	LTP 30 June 2022 \$000	LTP 30 June 2023 \$000	LTP 30 June 2024 \$000	LTP 30 June 2025 \$000	LTP 30 June 2026 \$000	LTP 30 June 2027 \$000	LTP 30 June 2028 \$000
Sources of operating funding											
General rates and rates penalties	1,106	1,195	1,222	1,301	1,327	1,369	1,411	1,437	1,490	1,556	1,586
Targeted rates	8,281	8,812	9,394	10,076	10,516	10,967	11,418	11,860	12,256	12,678	13,144
Subsidies and grants for operating purposes	1,169	1,320	1,407	1,487	1,699	1,751	1,777	1,821	1,885	1,919	1,990
Fees and charges	1,013	1,015	1,036	1,057	1,080	1,105	1,136	1,163	1,190	1,221	1,251
Interest and dividends from investments	789	873	772	770	771	772	773	773	772	772	772
Local authority fuel tax, fines, infringements fees other	745	761	679	692	719	733	703	986	796	3,529	768
Total operating funding	13,104	13,975	14,510	15,381	16,111	16,698	17,217	18,039	18,389	21,676	19,510
Applications of operating funding											
Payments to staff and suppliers	10,224	11,689	11,921	12,209	12,504	12,764	12,978	13,343	13,569	13,907	14,319
Finance costs	207	182	292	532	715	807	810	795	760	719	525
Other operating funding applications											
Total application of operating funding	10,431	11,871	12,213	12,740	13,219	13,571	13,787	14,138	14,329	14,626	14,844
Surplus / (deficit) of operating funding	2,672	2,104	2,297	2,641	2,892	3,127	3,430	3,902	4,060	7,050	4,667
Sources of capital funding											
Subsidies and grants for capital expenditure	1,672	1,679	1,991	1,767	1,939	2,278	2,032	2,083	2,453	2,195	2,590
Development and financial contributions	87	61	63	64	66	67	69	71	73	75	77
Increase / (decrease) in debt	(26)	3,400	4,200	3,000	1,600		(500)	(600)	(1,000)	(3,900)	(1,500)
Gross proceeds from sale of assets											
Lump sum contributions											
Other dedicated capital funding											
Total capital funding	1,733	5,141	6,254	4,831	3,605	2,345	1,601	1,554	1,525	(1,630)	1,167
Applications of capital funding											
Capital expenditure - to meet additional demand	-	-	-	-	-	-	-	-	14	33	36
Capital expenditure - to improve the level of service	1,232	2,911	4,450	3,840	2,299	994	611	668	1,024	625	1,074
Capital expenditure - to replace existing assets	3,837	4,058	3,971	3,663	4,057	4,240	4,389	4,680	4,493	4,556	4,713
Increase/(decrease) in reserves	(664)	276	130	(30)	141	237	31	107	54	208	11
Increase/(decrease) of investments											
Total applications of capital funding	4,405	7,245	8,551	7,472	6,497	5,472	5,031	5,455	5,586	5,420	5,834
Surplus/(deficit) of Capital Funding	(2,672)	(2,104)	(2,297)	(2,641)	(2,892)	(3,127)	(3,430)	(3,902)	(4,060)	(7,050)	(4,667)
Funding balance	-	-	-	-	-	-	-	-	-	-	-

RATING INFORMATION

The Funding Impact Statement should be read in conjunction with the Revenue and Financing Policy and Rating Policies, which are available, on request, from the Council office, 125 Queen Street, Waimate. Monetary values in this Rating Information statement are GST inclusive.

Setting of Rates for 2018/19

Separately Used or Inhabited Parts (SUIP) of a rating unit

This definition applies to all rates using SUIP as the basis for charging the rate.

Separately used or inhabited parts of a rating unit include only residential units which consists of a single self-contained housekeeping unit, whether for one or more persons. It includes any house, emergency or refuge accommodation and holiday home. Where more than one kitchen facility is provided on the rating unit, other than for a kitchen facility in family flat, there shall be deemed to be more than one separately used or inhabited parts of a rating unit.

A family flat is defined as any self-contained residential unit being part of or located on the same rating unit and occupied by dependent relatives of the household living in the principal residential unit. Dependent relatives do not include family members earning an income from the rating unit.

A rating unit will not be treated as being separately used or inhabited parts where it is a commercial visitor accommodation unit or not capable of being inhabited.

To assist in interpreting this policy the following examples indicate how Council will apply this policy:

Example	SUIP Charges
Rating unit with no house, flat or self-contained residential unit	0
Rating unit with 1 house, flat or self-contained residential unit	1
Rating unit with 2 flats, each being a self-contained residential unit	2
Rating unit with 4 flats, each being a self-contained residential unit	4
Rating unit with 3 dwellings, each being a self-contained residential unit	3
Rating unit operating a commercial activity with no residential unit	0
Rating unit operating a commercial activity with 1 flat attached being a self-contained residential unit	1
Rating unit operating a Hotel/Motel/camping/cabin facility with 1 owner/operator residence	1
Rating unit operating a Hotel/Motel/camping/cabin facility with no owner/operator residence	0
Church / School with a house, flat or self-contained residential unit	1

Council sets the following rates under the Local Government (Rating) Act 2002:

General Rate

Uniform Annual General Charge

Council does not set a Uniform Annual General Charge.

Targeted Rates:

- Civic Amenities Rate
- Roading and Footpaths
- Civil Defence
- Business Development Fund
- Sewer
- St Andrews Sewer
- Refuse Collection
- Recycling
- Rural Water (each scheme)
- Urban Water
- Downlands Water Scheme
- Waimate Event Centre
- Community Hall Rates

Lump Sum Contributions

Council does not require any lump sum contributions for targeted rates.

Details of the amount of rates to be collected and the categories of who will pay these rates are listed below:

General Rate

A general rate is set as a rate in the dollar on the capital value of every Urban, Rural 1, Rural 2, Electricity generators and other transmission providers, and Forestry operators and forest blocks rating unit in accordance with the Rating Boundary Map for the Waimate District, assessed on a differential basis. The differential is based on land use for Electricity generators and other transmission providers, and Forestry operators and forest blocks or, for Urban, Rural 1, and Rural 2, where the land is situated and is classified as either Urban, Rural 1, or Rural 2. The Rating Boundary Map is available for inspection at the Council office, 125 Queen Street, Waimate.

Differential

The General Rates required from each differential sector is calculated on an activity-by-activity basis as described in the Funding Needs Analysis.

The object of including a differential in the General Rate is to achieve a fair and equitable distribution of the general rate between categories of land having regard to meeting the current and future needs of the community for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses by providing infrastructure, services, and performance that are: efficient, and effective, and appropriate to present and anticipated future circumstances.

A component of the general rate requirement is funded by investment returns. In the case of negative differential, the activities' funding requirement is less than the investment returns applicable to that type of land use.

General Rate	Differential Factor	General Rate per dollar of Capital Value for 2018/19 (GST inclusive)	Revenue 2018/19 (GST inclusive)
Urban	1.00	\$ 0.0008231	\$ 392,831
Rural 1	0.28	\$ 0.0002341	\$ 770,957
Rural 2	0.27	\$ 0.0002205	\$ 125,074
Total Revenue			\$ 1,288,861

Targeted Rates

Civic Amenities Rate

The Civic Amenities Rate contributes towards the funding of the following activities:

- Community Representation
- Community Property (Public Toilets)
- Library
- Cemeteries
- Parks and Public Spaces
- Swimming
- Waste Management (Resource Recovery Park Operation)

The Civic Amenities Rate is set and assessed, for Electricity generators and other transmission providers, and Forestry operators and forest blocks, on land use, for Business 1 and Business 2 rating units, as defined in the Waimate District Plan, or for Urban, Rural 1, and Rural 2 on each separately used or inhabited parts of a rating unit (as defined above).

Differential

The Civic Amenities Rate is assessed on a differential basis. The differential is based on land use for Electricity generators and other transmission providers, Large Industrials, and Forestry operators and forest blocks, definition of Business 1 or Business 2 within the Waimate District Plan or, for Urban, Rural 1, and Rural 2, where the land is situated and is classified as either Urban, Rural 1, or Rural 2. The Civic Amenities Rates required from each differential sector is calculated on an activity-by-activity basis as described in the Funding Needs Analysis.

The object of including a differential in the Civic Amenities Rate is to achieve a fair and equitable distribution of the targeted rate between categories of land having regard to meeting the current and future needs of the community for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses by providing infrastructure, services, and performance that are: efficient, and effective, and appropriate to present and anticipated future circumstances.

Civic Amenities Rate	Differential Factor	Civic Amenities Rate for 2018/19 (GST inclusive)	Revenue 2018/19 (GST inclusive)
Urban (On SUIP)	1.00	\$ 741.00	\$ 1,287,122
Rural 1 (On SUIP)	0.97	\$ 721.90	\$ 1,204,878
Rural 2 (On SUIP)	0.91	\$ 673.00	\$ 187,779
Business 1 and Business 2 (On per rating unit)	0.37	\$ 271.40	\$ 23,339
Electricity generators and other transmission providers (On capital value)	0.0000003	\$ 0.0002143	\$ 79,468
Large Industrials (On capital value)	0.0000002	\$ 0.0001256	\$ 10,407
Forestry operators and forest blocks (On capital value)	0.0000002	\$ 0.0001259	\$ 1,892
Total Revenue			\$ 2,794,885

Roading and Footpaths Rate

The Roothing and Footpaths targeted rate is set as a rate in the dollar on the capital value of every Urban, Rural 1, Rural 2, Electricity generators and other transmission providers, and Forestry operators and forest blocks rating unit in accordance with the Rating Boundary Map for the Waimate District, assessed on a differential basis. The differential is based on land use for Electricity generators and other transmission providers, and Forestry operators and forest blocks or, for Urban, Rural 1, and Rural 2, where the land is situated and is classified as either Urban, Rural 1, or Rural 2.

Differential

The Targeted Rates required from each differential sector is calculated on an activity-by-activity basis as described in the Funding Needs Analysis.

The object of including a differential in the Roothing and Footpaths Rate is to achieve a fair and equitable distribution of the targeted rate between categories of land having regard to meeting the current and future needs of the community for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses by providing infrastructure, services, and performance that are: efficient, and effective, and appropriate to present and anticipated future circumstances.

Targeted Rate	Differential Factor	Targeted Rate for 2018/19 (GST inclusive)	Revenue 2018/19 (GST inclusive)
Urban	1.00	\$ 0.0006057	\$ 289,070
Rural 1	0.92	\$ 0.0005588	\$ 1,839,775
Rural 2	0.87	\$ 0.0005247	\$ 297,581
Electricity generators and other transmission providers	1.51	\$ 0.0009161	\$ 339,692
Forestry operators and forest blocks	15.96	\$ 0.0096664	\$ 145,279
Total Revenue			\$ 2,911,397

Civil Defence Rate

The Civil Defence targeted rate is set as a rate in the dollar on the capital value of every Urban, Rural 1, Rural 2, and Electricity generators and other transmission providers rating unit in accordance with the Rating Boundary Map for the Waimate District, assessed on a differential basis. The differential is based on land use for Electricity generators and other transmission providers or, for Urban, Rural 1, and Rural 2, where the land is situated and is classified as either Urban, Rural 1, or Rural 2.

Differential

The Targeted Rates required from each differential sector is calculated on an activity-by-activity basis as described in the Funding Needs Analysis.

The object of including a differential in the Civil Defence Rate is to achieve a fair and equitable distribution of the targeted rate between categories of land having regard to meeting the current and future needs of the community for good-quality local infrastructure, local public services, and performance of regulatory functions in a way that is most cost-effective for households and businesses by providing infrastructure, services, and performance that are: efficient, and effective, and appropriate to present and anticipated future circumstances.

Targeted Rate	Differential Factor	Targeted Rate for 2018/19 (GST inclusive)	Revenue 2018/19 (GST inclusive)
Urban	1.00	\$ 0.0000364	\$ 17,396
Rural 1	0.93	\$ 0.0000338	\$ 111,232
Rural 2	0.87	\$ 0.0000318	\$ 18,031
Electricity generators and other transmission providers	1.52	\$ 0.0000556	\$ 20,607
Total Revenue			\$ 167,266

Sewer Rate

The Sewer targeted rate is set based on the provision or availability of service provided to the rating unit. The Sewer targeted rate is differentiated based on the connection or the number of water closets available and contributes towards the funding of the Sewerage and Sewage activity as follows:

- Sewer Serviced - The number of connections (within each rating unit) to the Council's sewer reticulation system
- Unserviced - Rating units not connected to the Waimate sewer scheme but where the service is available/provided
- Number of water closets within a Rating Unit (with more than 2 but less than 11 water closets) per water closet
- Number of water closets within a Rating Unit (11 or more water closets) per water closet

Sewer Rate	Category	Differential Factor	Sewer charge for 2018/19 (GST inclusive)	Revenue 2018/19 (GST inclusive)
Sewer Serviced	a) Serviced - The number of water closets and urinals (for a residential unit or with 2 or less within each rating unit) to the Council's sewer reticulation system	1.00	\$ 300.30	\$ 513,143
Sewer Unserviced	b) Unserviced - Rating units not connected to the Waimate sewer scheme but where the service is available/provided	0.50	\$ 150.10	\$ 15,613
Sewer Multi 1	c) Number of water closets and urinals within a Rating Unit (with more than 2 but less than 11 water closets and urinals) per water closet and urinal	0.80	\$ 240.20	\$ 38,673
Sewer Multi 2	d) Number of water closets and urinals within a Rating Unit (11 or more water closets and urinals) per water closet and urinal	0.60	\$ 180.20	\$ 28,284
Total Revenue				\$ 595,714

St Andrews Sewer Rate

The St Andrews Sewer targeted rate is set based on the service provided to the rating unit and charged per applicable rating unit. A list of applicable rating units is available for inspection at the Council office, 125 Queen Street, Waimate. The St Andrews Sewer targeted rate contributes towards the funding of the Sewerage and Sewage activity as follows:

Rate	Category	St Andrews Sewer charge for 2018/19 (GST inclusive)	Revenue 2018/19 (GST inclusive)
St Andrews Sewer	Extent of provision of service	\$ 169.10	\$ 9,301
Total Revenue			\$ 9,301

Refuse Collection

The Refuse Collection targeted rate is set based on the provision of service provided to the rating unit. The Refuse Collection targeted rate is differentiated based on the extent of the provision of the service and contributes towards the funding of the Waste Management activity as follows:

- Urban rating units - 80 litre refuse bin (weekly collection)
- Rural rating units - 240 litre refuse bin (fortnightly collection)
- Commercial rating units - 80 litre refuse bin (weekly collection)
- Urban Commercial rating units - 240 litre refuse bin (weekly collection)
- Riverside collective refuse bins (fortnightly collection)

Rate - Bin	Category	Differential Factor	Refuse collection for 2018/19 (GST inclusive)	Revenue 2018/19 (GST inclusive)
Urban 80L	a) Urban rating units - 80 litre refuse bin (weekly collection)	1.00	\$ 194.40	\$ 306,750
Rural 240L	b) Rural rating units - 240 litre refuse bin (fortnightly collection)	1.50	\$ 291.60	\$ 169,121
Commercial 80L	c) Commercial rating units - 80 litre refuse bin (weekly collection)	1.00	\$ 194.40	\$ 5,054
Commercial 240L	d) Urban Commercial rating units - 240 litre refuse bin (weekly collection)	3.00	\$ 583.20	\$ 13,996
Riverside Collective	e) Riverside collective refuse bins (fortnightly collection)	0.48	\$ 93.70	\$ 2,624
Total Revenue				\$ 497,545

Recycling

The Recycling targeted rate is set according to the provision or availability of service provided to the rating unit. A map of the recycling route is available for inspection at the Council office, 125 Queen Street, Waimate. The Recycling targeted rate is differentiated based on the extent of the provision or availability of the service and contributes towards the funding of the Waste Management activity as follows:

- Serviced recycling rating units - SUIP (or service received where SUIP is not applicable, ie Commercial Properties receiving a service) on the recycling collection route

- Unserviced recycling rating units - SUIP (or service received where SUIP is not applicable, ie Commercial Properties receiving a service) not on the recycling collection route but provided with a drop off point

Rate	Category	Differential Factor	Recycling charge for 2018/19 (GST inclusive)	Revenue 2018/19 (GST inclusive)
Recycling collection	a) Serviced recycling rating units - SUIP (or service received where SUIP is not applicable, ie Commercial Properties receiving a service) on the recycling collection route	1.00	\$ 122.80	\$ 236,582
Resource Recovery drop off	b) Unserviced recycling rating units - SUIP (or service received where SUIP is not applicable, ie Commercial Properties receiving a service) not on the recycling collection route but provided with a drop off point	0.50	\$ 61.40	\$ 126,701
Total Revenue				\$ 363,283

Rural Water

The Rural Water supply targeted rates are set based on the water allocation provided to each rating unit. The rate is assessed on a per litre of water supplied per day and contributes towards the funding of the water supplied to the Cannington, Hook/Waituna, Lower Waihao, Otaio/Makikihi, Waihaorunga and Waikakahi rural water schemes included in the Rural Water activity as follows:

Rural Water Scheme	Water Supply per litre charge for 2018/19 (GST inclusive)	Revenue 2018/19 (GST inclusive)
Cannington-Motukaika	\$ 0.2012	\$ 79,166
Lower Waihao normal supply	\$ 0.2759	\$ 259,078
Otaio-Makikihi	\$ 0.2629	\$ 253,475
Waihaorunga	\$ 0.3557	\$ 114,617
Waikakahi	\$ 0.3029	\$ 339,777
Hook-Waituna domestic supply	\$ 0.2048	\$ 314,184
Hook-Waituna irrigation supply (55%)	\$ 0.1126	\$ 5,561
Total Revenue		\$ 1,365,856

Urban Water

The Urban Water targeted rate is set based on the provision or availability of service provided to the rating unit in the township of Waimate. The Urban Water targeted rate is differentiated based on the connection and contributes towards the funding of the Urban Water activity as follows:

- a) Serviced - The number of connections (within each rating unit) to the Council's urban water reticulation system
 b) Unserviced - Rating units not connected to the Waimate urban water scheme but where the urban water reticulation is available for connection

Rate	Category	Differential Factor	Water Supply charge for 2018/19 (GST inclusive)	Revenue 2018/19 (GST inclusive)
Water Scheme Urban	a) Serviced - The number of connections (within each rating unit) to the Council's urban water reticulation system	1.00	\$ 420.20	\$ 814,858
Water Scheme Urban Vacant	b) Unserviced - Rating units not connected to the Waimate urban water scheme but where the urban water reticulation is available for connection	0.50	\$ 210.10	\$ 14,288
Total Revenue				\$ 829,147

Downlands Rural Water Supply

The Downlands water scheme is a Joint venture between Timaru, MacKenzie and Waimate District Councils. The scheme is administered by Timaru District Council who determine the charge per connection type. Each Council sets the rate for the connections within its district and collects the revenue on behalf of the Joint Venture. The connections are differentiated by location of the rating unit whether within the St Andrews township where a Domestic charge is rated, as opposed to outside the township where a Service charge on the number of connections and Unit/Point charge on the units of water is charged as follows:

Rate	Water Supply charge for 2018/19 (GST inclusive)	Revenue 2018/19 (GST inclusive)
Domestic	\$ 601.00	\$ 42,671
Unit/Point	\$ 172.00	\$ 137,858
Service	\$ 429.00	\$ 105,534
Total Revenue		\$ 286,063

Waimate Event Centre

The Waimate Event Centre targeted rate is set on a uniform basis and is assessed on the district wide number of separately used or inhabited parts of a rating unit (as defined above) and contributes towards investigation and/or refurbishment of the existing stadium and fully funds principal and interest repayments on borrowings on any refurbishment of the existing stadium as follows:

Rate	Category	Rate for 2018/19 (GST inclusive)	Revenue 2018/19 (GST inclusive)
Waimate Event Centre	Charged per separately used or inhabited parts of a rating unit	\$ 59.30	\$ 218,408
Total Revenue			\$ 218,408

NOTE: Refer to Council's Rates Remission Policy, Remission 5.10 as published in the Long Term Plan 2018-28 for remissions applicable to the Waimate Event Centre targeted rate.

Community Halls

The Hall rates are set on an SUIP basis and are based on where the land is situated in relation to each hall. A map of SUIP's relative to each hall is available for inspection at the Council office, 125 Queen Street, Waimate.

Community Hall	Hall charge for 2018/19 (GST inclusive)	Revenue 2018/19 (GST inclusive)
St Andrews Hall	\$ 23.00	\$ 3,496
Ikawai Memorial Hall	\$ 40.30	\$ 4,191
Arno Hall	\$ 28.80	\$ 3,110
Waihaorunga Hall	\$ 51.10	\$ 2,964
Glenavy Hall	\$ 34.50	\$ 7,797
Hunter Hall	\$ 40.00	\$ 2,960
Southburn Hall	\$ 46.00	\$ 3,588
Studholme Hall	\$ 28.80	\$ 1,958
Hook Hall	\$ 57.50	\$ 3,450
Kurow Memorial Hall	\$ 25.00	\$ 2,825
Willowbridge Hall	\$ 34.50	\$ 1,932
Waituna Creek Hall	\$ 35.00	\$ 4,480
Makikihi Hall	\$ 35.00	\$ 1,820
Otaio Hall	\$ 25.90	\$ 1,839
Lyalldale Hall	\$ 23.00	\$ 736
Bluecliffs Hall	\$ 46.00	\$ 2,530
Maungati Hall	\$ 35.70	\$ 2,142
Cattle Creek Hall	\$ 34.50	\$ 1,587
Total Revenue		\$ 53,406

Rating Base

Projected number of rating units at end of preceding year		4,458
Projected total capital value of rating units at end of preceding year	\$	4,784,056,050
Projected total land value of rating units at end of preceding year	\$	3,169,229,200

RATES - SAMPLE PROPERTIES

Proposed Rates changes - sample properties

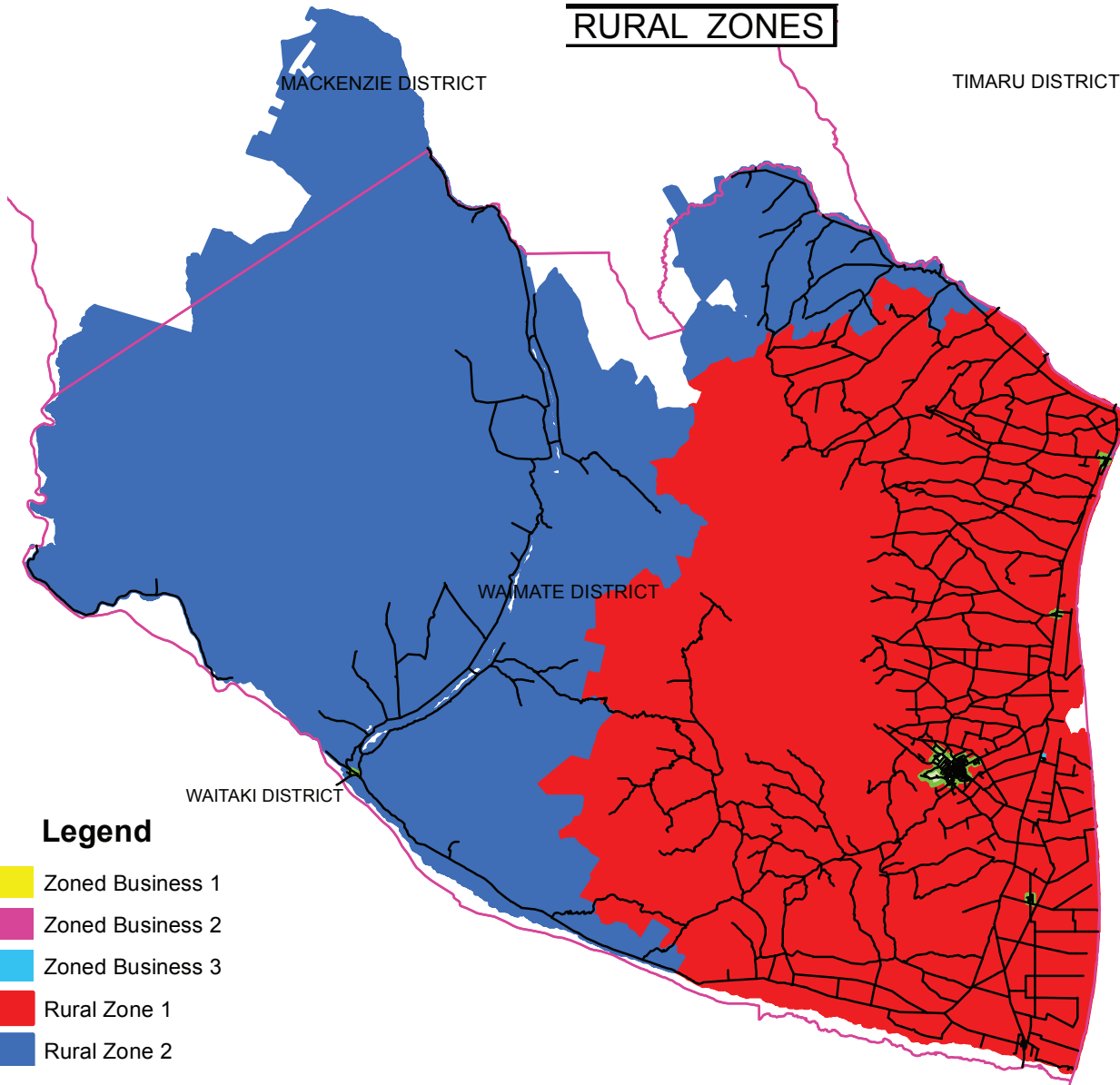
A selection of properties from throughout the Waimate District have been summarised to provide a guide of the value and percentage change to Rates for that property. It is important to note that these properties are a sample of the total rates database and do not cover all situations for ratepayers in the District. Depending on the effect of specific targeted rates, individual properties will vary from the samples below:

Proposed Rates changes for sample properties in the Waimate District	General Rate Zone	Capital Value - 2017/18	2017/18 Rates (General, Civic Amenities, Community Complex)	2017/18 Roading and Footpaths Targeted Rates	2017/18 Other Targeted Rates	2017/18 Total Rates	Capital Value - 2018/19	2018/19 Rates (General, Civic Amenities, Community Complex)	2018/19 Roading and Footpaths Targeted Rates	2018/19 Other Targeted Rates	2018/19 Total Rates (Proposed)	Change (Proposed)	% increase from Proposal
Waimate Residential	Urban	\$ 108,000	\$ 863	\$ 61	\$ 802	\$ 1,726	\$ 108,000	\$ 893	\$ 65	\$ 843	\$ 1,802	\$ 76	4.41%
Waimate Residential	Urban	\$ 195,000	\$ 920	\$ 110	\$ 1,008	\$ 2,037	\$ 195,000	\$ 968	\$ 118	\$ 1,038	\$ 2,124	\$ 87	4.27%
Waimate Residential	Urban	\$ 290,000	\$ 981	\$ 163	\$ 1,008	\$ 2,152	\$ 290,000	\$ 1,050	\$ 176	\$ 1,038	\$ 2,263	\$ 111	5.16%
Waimate Residential	Urban	\$ 525,000	\$ 1,134	\$ 295	\$ 667	\$ 2,096	\$ 525,000	\$ 1,252	\$ 318	\$ 689	\$ 2,259	\$ 163	7.77%
Waimate Commercial	Urban	\$ 70,000	\$ 265	\$ 39	\$ 742	\$ 1,046	\$ 70,000	\$ 332	\$ 42	\$ 782	\$ 1,156	\$ 109	10.45%
Rural Commercial	Rural 1	\$ 329,000	\$ 831	\$ 170	\$ 871	\$ 1,873	\$ 329,000	\$ 855	\$ 184	\$ 877	\$ 1,916	\$ 43	2.31%
St Andrews Residential	Rural 1	\$ 220,000	\$ 787	\$ 114	\$ 1,059	\$ 1,960	\$ 220,000	\$ 825	\$ 123	\$ 1,146	\$ 2,094	\$ 134	6.84%
Pareora Farm	Rural 1	\$ 3,537,500	\$ 1,525	\$ 1,833	\$ 2,448	\$ 5,806	\$ 3,537,500	\$ 1,523	\$ 1,977	\$ 2,576	\$ 6,075	\$ 269	4.64%
Hook Farm	Rural 1	\$ 3,602,500	\$ 2,099	\$ 1,866	\$ 675	\$ 4,640	\$ 3,602,500	\$ 2,115	\$ 2,013	\$ 696	\$ 4,824	\$ 184	3.96%
Hook Lifestyle Block	Rural 1	\$ 490,000	\$ 861	\$ 254	\$ 392	\$ 1,506	\$ 490,000	\$ 898	\$ 274	\$ 409	\$ 1,580	\$ 74	4.89%
Makikihi Residential	Rural 1	\$ 180,000	\$ 776	\$ 93	\$ 564	\$ 1,433	\$ 180,000	\$ 815	\$ 101	\$ 574	\$ 1,490	\$ 57	3.94%
Makikihi Farm	Rural 1	\$ 3,130,000	\$ 1,584	\$ 1,622	\$ 1,238	\$ 4,444	\$ 3,130,000	\$ 1,605	\$ 1,749	\$ 1,330	\$ 4,684	\$ 240	5.41%
Morven Farm	Rural 1	\$ 2,210,000	\$ 1,332	\$ 1,145	\$ 1,984	\$ 4,461	\$ 2,210,000	\$ 1,358	\$ 1,235	\$ 2,138	\$ 4,732	\$ 270	6.06%
Glenavy Residential	Rural 1	\$ 175,000	\$ 775	\$ 91	\$ 337	\$ 1,203	\$ 175,000	\$ 813	\$ 98	\$ 347	\$ 1,258	\$ 55	4.57%
Glenavy Farm	Rural 1	\$ 6,747,500	\$ 3,156	\$ 3,496	\$ 1,655	\$ 8,308	\$ 6,747,500	\$ 3,160	\$ 3,770	\$ 1,841	\$ 8,771	\$ 463	5.58%
Ikawai Farm	Rural 1	\$ 8,315,000	\$ 3,760	\$ 4,308	\$ 3,060	\$ 11,128	\$ 8,315,000	\$ 3,761	\$ 4,646	\$ 3,329	\$ 11,735	\$ 607	5.45%
Hakataramea Residential	Rural 2	\$ 116,000	\$ 675	\$ 55	\$ 85	\$ 815	\$ 116,000	\$ 762	\$ 61	\$ 86	\$ 909	\$ 94	11.50%
Hakataramea Farm	Rural 2	\$ 5,760,000	\$ 3,345	\$ 2,741	\$ 135	\$ 6,221	\$ 5,760,000	\$ 3,650	\$ 3,022	\$ 259	\$ 6,932	\$ 710	11.42%
Hakataramea Valley Farm	Rural 2	\$ 4,627,000	\$ 2,422	\$ 2,202	\$ 110	\$ 4,734	\$ 4,627,000	\$ 2,632	\$ 2,428	\$ 173	\$ 5,232	\$ 499	10.54%

Note again that depending on the effect of specific targeted rates, individual properties will vary from the samples above. Targeted Rates as they affect individual properties will be shown on Instalment 1 of the 2018/19 Rates Assessments to be issued in July 2018.

RATING BOUNDARIES 1 JULY 2018

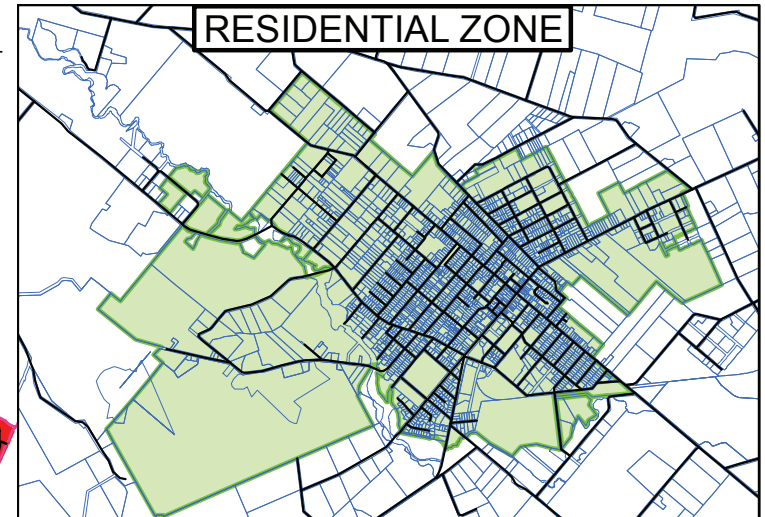
RURAL ZONES



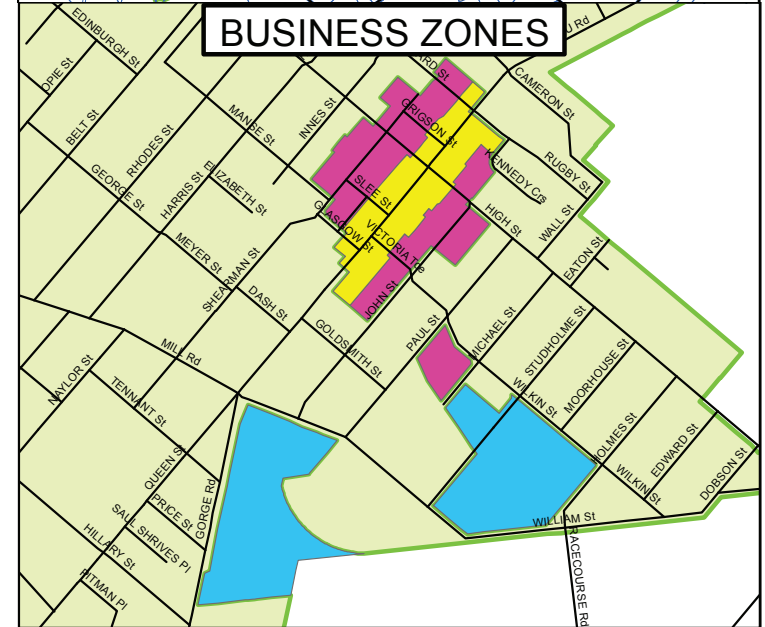
Legend

- Zoned Business 1
- Zoned Business 2
- Zoned Business 3
- Rural Zone 1
- Rural Zone 2

RESIDENTIAL ZONE



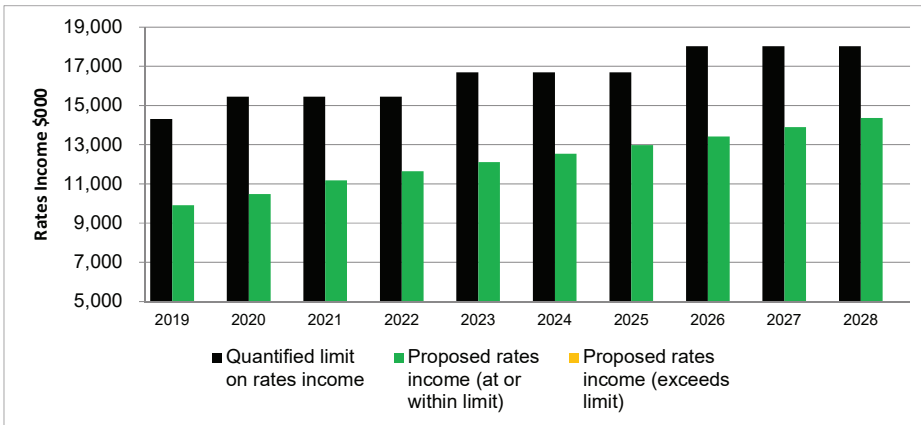
BUSINESS ZONES



DISCLOSURE STATEMENTS PRUDENTIAL REPORTING

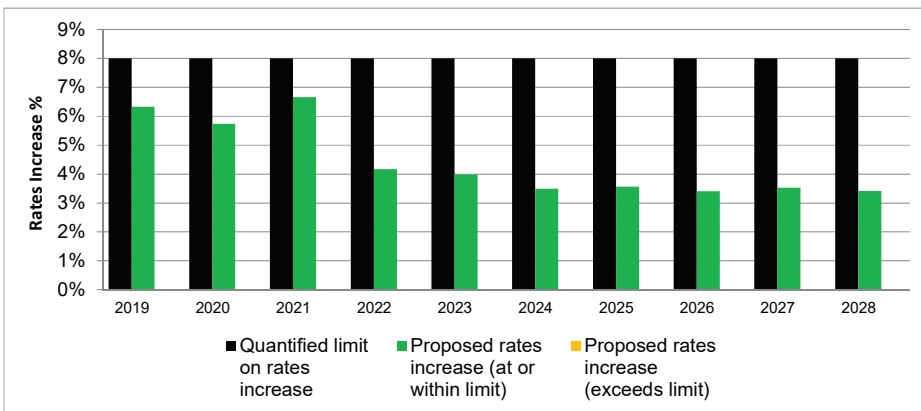
Rates (income) affordability

The following graph compares Council's planned rates income with the quantified limit on rates income contained in the Financial Strategy section within this Long Term Plan.



Rates (increases) affordability

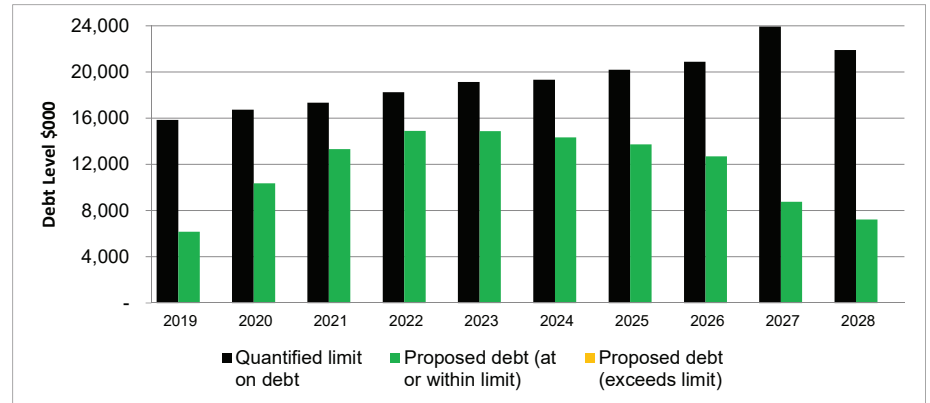
The following graph compares Council's planned rates increases with the quantified limit on rates increases contained in the Financial Strategy section in this Long Term Plan. The quantified limit is 8.00%.



Debt affordability benchmark

Council meets the debt affordability benchmark if planned borrowing is within each quantified limit on borrowing.

The following graph compares Council's planned borrowing with the quantified limit on borrowing contained in the Financial Strategy section in this Long Term Plan.

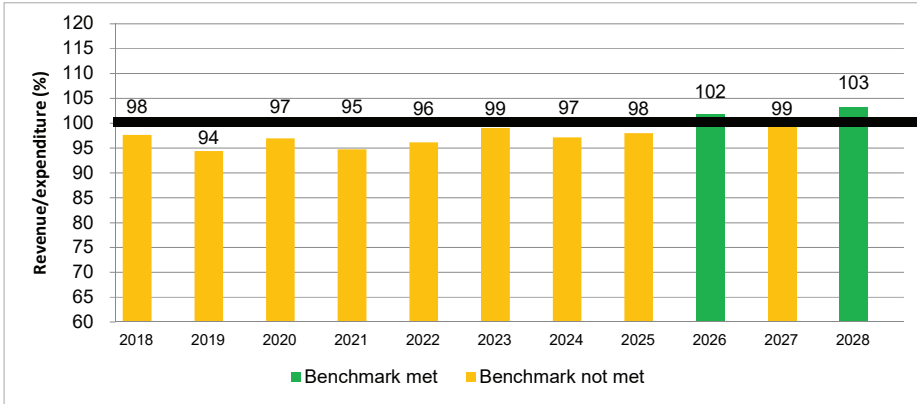


The quantified limit on debt that has been used is Total Revenue as per the Prospective Statement of Comprehensive Income.

Balanced budget benchmark

Council meets the balanced budget benchmark if planned revenue is equal to or is greater than planned operating expenses.

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



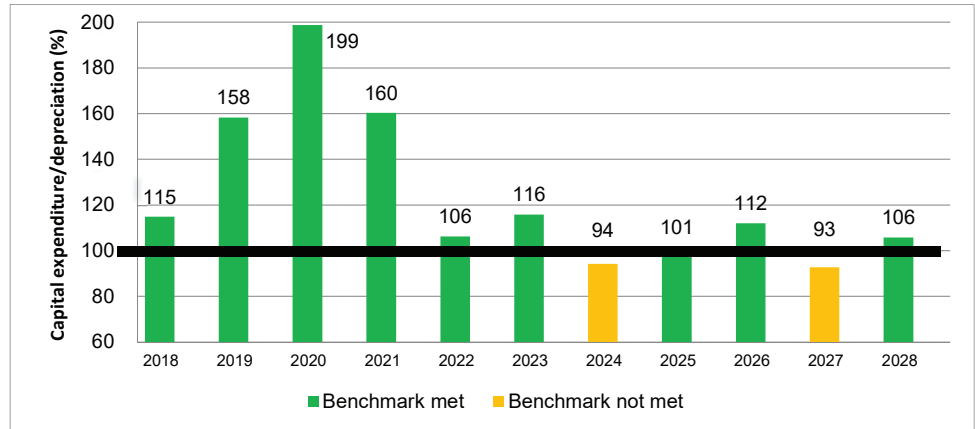
Council has previously decided not to fully fund the depreciation cost of specific assets. This may be for a number of different reasons: that Council has resolved not to replace the asset; that it is unfair to existing ratepayers to pay for a new asset and its replacement; that annual maintenance will maintain the service level; that Council can fundraise or borrow the funds in the future to replace the asset; that Council wishes to smooth the rate impact of revaluations.

The decisions around not fully funding depreciation have the largest impact on the deficit or surplus. There are a number of other items that may have an impact: Grants, Subsidies or donations received for Capital Expenditure; Self funding activities that do not contribute to the rate or receive a rate allocation which may be funded from reserve funds; forestry activity where harvest revenue may be outside the period under review; rate funding for contributions to Reserve Funds for use at a time in the future; operating expenditure and grants funded by Reserve Funds; rates smoothing relative to the nature of the expenditure to spread the funding over more than one year to manage the rating impact.

Essential services benchmark

Council meets the essential services benchmark if planned capital expenditure on network services (infrastructure related to: water supply; sewerage and treatment and disposal of sewage; stormwater drainage; flood protection and control works; and provision of roads and footpaths) is equal to or is greater than depreciation on those network services.

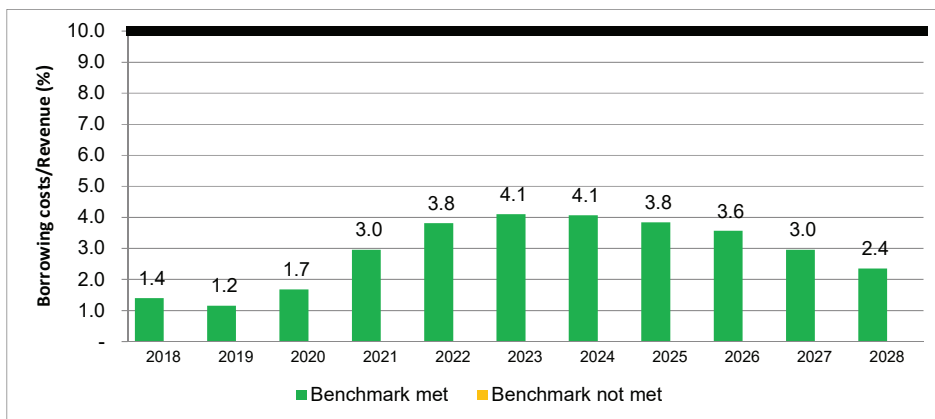
The following graph displays Council's planned capital expenditure on network services as a proportion of expected depreciation on those network services:



Debt servicing benchmark

Because Statistics New Zealand projects the district's population will grow more slowly than the national population growth, Council meets the debt servicing benchmark if planned borrowing costs are equal to or are less than 10% of planned revenue.

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



REVENUE AND FINANCING POLICY

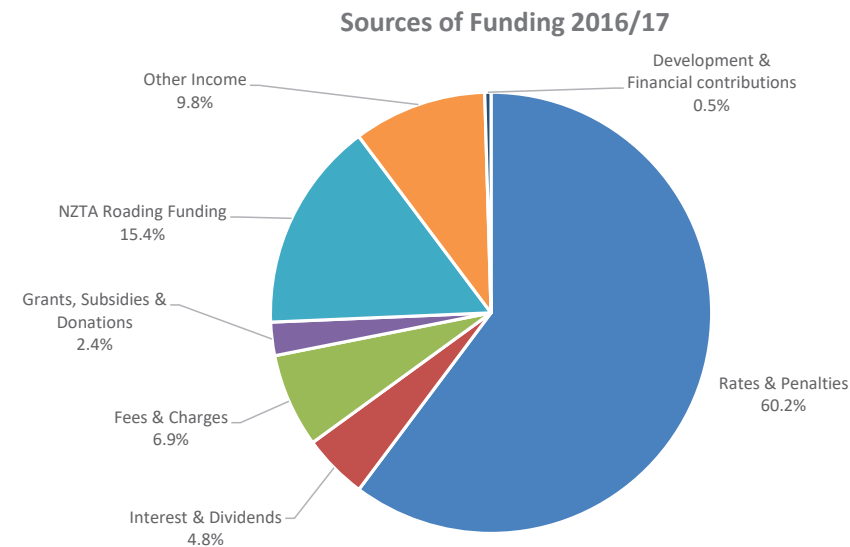
1. Purpose

The Revenue and Financing Policy summarises Council's view on the equitable funding of Council's activities. It addresses all potential revenue and funding sources open to Council and how and when Council uses these sources. In choosing funding sources Council takes account of many factors including community outcomes, benefit, affordability, equity, simplicity, efficiency, transparency, accountability and overall community wellbeing. It addresses Council's assessment of equity between current and future generations.

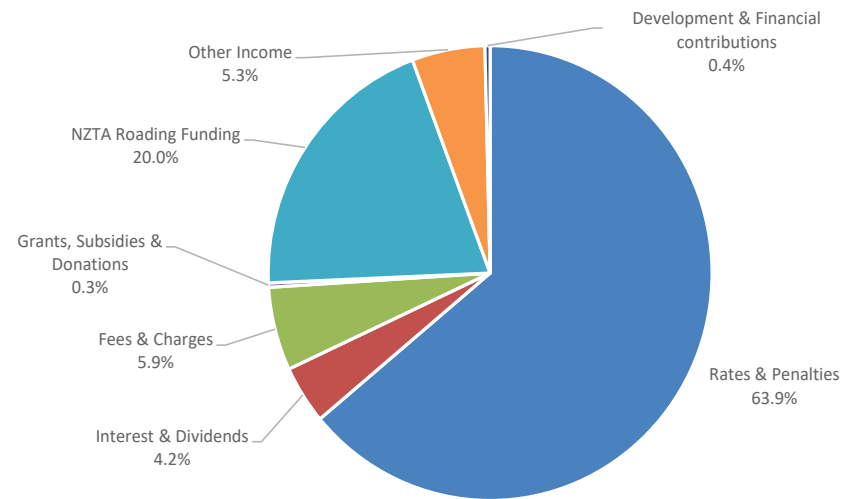
In Council's assessment this policy represents the fairest and most equitable use of the funding sources available to meet operating expenses.

The charts in table 1 show the sources of funds for the year ended 30 June 2017 compared with all 10 Years (2018/28) of this 10 Year Plan. While Council's primary source of funding is rates, there remains a high and increasing reliance on subsidy. The changes shown in the charts are do not represent significant shifts in Council's funding approach, but are reflective of the areas of focus highlighted in the Infrastructure and Finance strategies.

Table 1. Overall Sources of Funds



Sources of Funding 2018-28



2. Funding Principles

Council has determined the following basic principles to guide the assessment of fairness and equity in choosing funding sources:

1. Each generation of ratepayers should pay for the services they receive
2. Rates are the funding source of last resort
3. Rates increases should be within the limits as set in the financial strategy
4. User charges are preferred whenever a private benefit can be identified and it is efficient to collect the revenue
5. Subsidies, grants and other income options are fully explored prior to rates being used, and
6. Borrowing should be within the limits as set in the financial strategy

Complying with these principles can at times be challenging. Council must apply judgment in assessing many options to determine fairness in its development of budgets and the choice of funding sources to implement these budgets.

3. Operating Costs

Operating costs are the day to day spending that maintains the services delivered by Council. This includes a contribution to the wear and tear on assets used. Principle 1 (above) requires that operating costs should be met from operating income; a balanced budget. This ensures fairness, in that the users of the service pay for their use.

4. Operating Costs Funding Sources

User Fees and Charges

User fees and charges are used for services where there is a benefit to an individual or group. The price of the service is set taking account of a number of factors. These could include:

- The cost of providing the service
- The estimation of the users' private benefit from using the service
- The impact the cost has to encourage or discourage behaviours
- The impact the cost has on demand for the service
- Market pricing, including comparability with other local authorities
- The impact of rates subsidies if competing with local businesses
- The cost and efficiency of revenue collection mechanisms
- The impact of affordability on users
- Other matters as determined by Council

Grants, Sponsorship and Subsidies

Grants, sponsorship and subsidies are used wherever they are available. Council expects to continue receiving substantial subsidies for road maintenance. Some services can only be continued so long as funding from this source continues. Council rarely budgets for grants income unless it has determined a likelihood of success in reaching the budget goal.

Investment income; Dividends, Interest

This includes income from investment activities such as dividends, interest, forestry returns and reserve funds. The income from these activities is generally used to offset the costs of the investing activity. Surplus revenues will be allocated by Council to operating or capital costs at each Annual Plan. For some activities Council applies funds from a Reserve Fund in order to reduce the rates contribution in that activity.

Investment income; Rents

Income from Council owned properties is recorded in the Community Property Activity. Income offsets the cost of operating these properties and should a surplus be achieved any portion of that surplus not required for reinvestment is distributed to general rate. Community Housing surplus are placed in a reserve for Asset Renewal.

Rates

Having exhausted all other funding sources, Council funds its remaining operating expenses from rates. For many activities this is the main funding source (see Table 2), reflecting Council's view that the collective benefit to the District is greater than any identifiable individual benefit.

To assess the allocation of rates Council has reviewed each activity of Council and considered the following factors to determine the fairness of that allocation:

- Community outcomes
- Distribution of benefits to individuals, groups or the district as a whole
- When the benefit will occur
- The impact of individuals or groups on the need to undertake the activity
- The costs and benefits of funding the activity separately
- Affordability, transparency, accountability and overall community wellbeing

Having considered these factors Council recognises that rates are a tax on property owners and each property will use a different mix of services than represented by the rate charge.

In considering the overall impact of the liability to pay rates Council is of the view that it is not possible or fair to allocate the cost solely on individuals' benefits (i.e. as if rates replicated user pays). It is through the collective contribution of the whole district that the District is best able to develop and prosper.

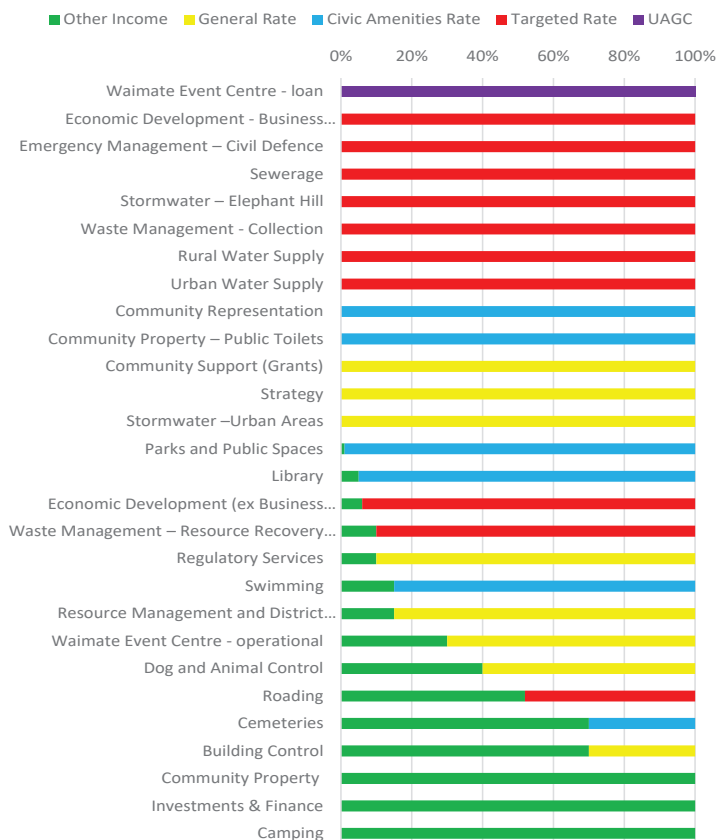
For these reasons Council prefers to fund activities based on a combination of general rates (based on Capital Values) and Separately Used or Inhabited Parts (ie residential dwellings). Categories of rateable land have been defined to balance the imposition of the tax on rural properties with the assessed benefit that urban properties get, mainly through proximity to services or to higher levels of service.

Council considers that a rating structure that fairly attributes user pays on appropriate activities and is also relatively easy for ratepayers to understand is preferable. To this end, Council uses four main rates to fairly and equitably distribute the rate:

1. General rate - allocated on capital value,
2. Civic amenities rate - allocated as a uniform targeted rate, and
3. Targeted Rates - allocated based on usage or capital value as appropriate.
4. Uniform Annual General Charge - the only rate set on a uniform basis is the Waimate Event Centre Loan Targeted Rate.

These rates are modified following a funding needs analysis of the share of each activity the Urban area and Rural areas should fairly pay.

Table 2 - List of Activities and Summary of Funding Sources



Targeted Rates

Council uses targeted rates to fund services where Council has determined the cost of the service should be targeted to the group that benefits much more than the general benefit most ratepayers receive. Targeted rates may be set on a uniform basis and/or a value basis (either land or capital).

Council uses “separately used or inhabited parts” of rating units for charging some rates. Council’s definition of this term is contained within the Funding Impact Statement.

Council has one Uniform Annual General Charge rate, which supports the funding of the Waimate Event Centre Loan repayment.

Details of the rates charged are included in the Funding Impact Statement.

Capital Costs

Capital costs, for the purpose of this policy, is spending on assets that provide the community with a service over a longer period of time than operating expenditure. Council owns \$434 million worth of assets and plans to spend \$60.9 million (between \$5.0 million and \$8.3 million each year) over the next 10 years on a mix of renewal and service-improvement.

Council has a mix of funding tools available to purchase and improve assets.

5. Capital Cost Funding Sources

User Fees and Charges

User fees and charges are used for services where there is a benefit to an individual or group. Generally these funds are not used to pay for asset purchases, as the amount to pay is unaffordable and generally the beneficiaries are many and change over the long period of the asset’s life. This makes user charges impractical and unfair. As such borrowing and charging users annually for financing costs using rates is often a more affordable method of charging users contribution.

Grants, subsidies, and other income

Grants and subsidies are used wherever they are available. Council expects to continue to receive substantial subsidies for the development of new and existing roads. Council looks to maximise the subsidies and grants that are available, at all times.

Grants are often available for capital projects. Council rarely budgets for grants income unless it has determined there is a strong likelihood of success in reaching the budget goal. Some capital projects are dependent on successful grant income for these projects to be undertaken.

Financial Contributions

Council has adopted a Financial Contributions Policy. The funds collected under this policy will be applied to the projects as identified by those policies or where not identified as resolved by Council. Funds are held in reserve should they be received in advance of a project.

Council recognises the Resource Management Act 1991 will revoke its ability to levy financial contributions, effective from 18 April 2022. From there on, Council will recover development contributions.

Proceeds from the Sale of Assets

From time to time Council sells assets.

Property Reserve

When major asset sales are made Council will determine the best allocation of those funds taking account of the Financial Strategy. Some assets have restrictions on how the proceeds may be used; for example endowment property proceeds must be placed in the District Endowment Reserve Fund.

Borrowing

For larger capital costs that provide a long term benefit to the community Council may determine that borrowing the funds is the fairest method of allocating the costs of a project over time to users. The financing costs (including principal and interest) are charged as operating expenses and funded under the operating expense funding policy unless funded otherwise as determined by this policy.

Council will manage its borrowing within Council's rate and debt limits as defined in the Financial Strategy.

Reserves

From time to time Council will have reserve funds accumulated specifically for the purchase of assets. Council allocates portions of the funds to asset purchase in accordance with the purpose of the fund. In making the allocation Council will have regard to current and future calls on the fund and make allocations that are fair to current and future ratepayers.

Rates

Rates are used firstly to fund the day to day expenses of Council. This normally includes funding an annual amount (depreciation) toward the ongoing replacement of existing assets, and the funding of its financing costs on debt created to purchase assets.

As a last resort, rates may be required to fund the balance of the capital cost of a new asset. Council will make an assessment on each major project and determine:

- How much the rates contribution will be
- Which group of ratepayers should pay
- Whether to include that in the General Rate or some other targeted rate as determined by Council

Council may consider the establishment of targeted rates to collect funds to repay loans. In doing so Council will also consider the options for remission, postponement, early repayment or lump sum repayment that are available to assist with the fair allocation of the rates.

6. Additional Information

This policy represents the high level revenue and financing policies of Council. Council has separately completed a funding needs analysis (S101 (3) LGA) for each activity and major

capital project. Further information relevant to this policy is contained in the Financial Strategy, Rating Policies and Funding Impact Statement.

The current S101 analysis giving rise to the rates allocation by activity and differential is attached in the next table.

2018-28 Long Term Plan

	General Rate							Roading/Civil Defence/Business Development - Targeted Rate						Civic Amenities Target Rate						Services Target Rate			Flat Rate-Community Complex	total		
	User Pays	Rate payer Funded	Urban	Rural 1	Rural 2	Electricity generators and other transmission providers	Forestry operators and forest blocks	Urban	Business 1 and Business 2	Rural 1	Rural 2	Electricity generators and other transmission providers	Forestry operators and forest blocks	Urban	Business 1 and Business 2	Rural 1	Rural 2	Electricity generators and other transmission providers	Large Industrials	Forestry operators and forest blocks	Urban	Rural	Both Urban & Rural		UAC	
District Planning & Regulatory Services																										
Building Control	70%	30%	10%	77.5%	12.5%	0.0%	0.0%																			100%
Dog and Animal Control	40%	60%	10%	77.5%	12.5%	0.0%	0.0%																			100%
Regulatory Services	10%	90%	40%	51.6%	8.4%	0.0%	0.0%																			100%
District Planning	15%	85%	10%	66.9%	10.8%	12.32%	0.0%																			100%
Organisation and Governance																										
Community Representation	0%	100%												41.9%		41.6%	6.8%	8.4%	1.1%	0.2%						100%
Strategy	0%	100%	30%	60.3%	9.7%	0.0%	0.0%																			100%
Investments and Finance (inc Forestry)	0%	100%	40.0%	46.0%	7.5%	6.3%	0.2%																			100%
Central Administration	100%	0%																								0%
Community Services																										
Economic Development	6%	94%	42.9%	49.0%	8.1%	0.0%	0.0%																			100%
Emergency Management - Civil Defence	0%	100%						10.4%	0.0%	66.5%	10.8%	12.32%	0.0%													100%
Community Support - Grants	0%	100%	42.9%	49.0%	8.1%	0.0%	0.0%																			100%
Library	5%	95%												46.6%	0.0%	45.7%	7.6%	0.00%	0.0%	0.0%						100%
Community Facilities																										
Camping	100%	0%																								0%
Cemeteries	70%	30%												46.6%	0.0%	45.7%	7.6%	0.00%	0.0%	0.0%						100%
Waimate Event Centre - Operational	30%	70%	42.9%	49.0%	8.1%	0.0%	0.0%																			100%
Waimate Event Centre - Loan	0%	100%																								100%
Parks and Public Spaces	1%	99%												46.6%	0.0%	45.7%	7.6%	0.00%	0.0%	0.0%						100%
Community Property (exc Public Toilets)	100%	0%	40%	46.0%	7.5%	6.4%	0.2%																			100%
Community Property - Public Toilets	0%	100%												34.0%	15.0%	46.4%	4.6%	0.00%	0.0%	0.0%						100%
Swimming Pools	15%	85%												50.0%	0.0%	45.4%	4.6%	0.00%	0.0%	0.0%						100%
Roading & Footpaths																										
Roading & Footpaths	48%	52%						9.9%	0.0%	62.7%	10.1%	12.32%	5.0%													100%
Utilities																										
Sewerage	0%	100%																				100%	0%			100%
Stormwater- Waimate Urban	0%	100%	100%	0.0%	0.0%	0.0%	0.0%															0%	100%			100%
Stormwater- Elephant Hill Drain	0%	100%																								100%
Waste Management - Collection	n/a	100%																						100%		100%
Waste Management - Recycling Drop Off	n/a	n/a																								100%
Waste Management - Resource Recovery Park	10%	90%												60.0%	0.0%	34.3%	5.7%	0.00%	0.0%	0.0%						100%
Rural Water Supplies Managed by Council																										
Hook/Waituna - Irrigation is 55% of Domestic Supply	100%	0%																				0%	100%			100%
Otaio/Makikihi	100%	0%																				0%	100%			100%
Waihaorunga	100%	0%																				0%	100%			100%
Cannington/Motukaika	100%	0%																				0%	100%			100%
Lower Waihao	100%	0%																				0%	100%			100%
Waikakihi	100%	0%																				0%	100%			100%
Cattle Creek Water Supply	0%	100%	0%	86.1%	13.9%	0.0%	0.0%																			100%
Downlands Water Supply	100%	0%																				0%	100%			100%
Hakataramea Water Supply	0%	100%	0%	86.1%	13.9%	0.0%	0.0%																			100%
Waimate Urban Water Supply	100%	0%																				100%	0%			100%

FINANCIAL CONTRIBUTIONS POLICY

1. Introduction

This Policy has been prepared within the wider context of Council's financial management policies and is consistent with the provisions of Council's Revenue and Financing Policy, providing for financial contributions to be used as part of Council's overall approach to funding capital expenditure.

Section 102(4) of the Local Government Act 2002 (LGA) requires Council to adopt a policy on Development or Financial Contributions.

Under the Resource Management Act 1991 (RMA) Council may require Financial Contributions as a condition of a resource consent.

2. Purpose

To determine the purpose for which Financial Contributions may be required.

To provide predictability and certainty about the sources and levels of funding to meet increased demand for infrastructure and reserves resulting from growth. This policy, in conjunction with the Waimate District Plan, enables Council to recover contributions from those persons undertaking development as a condition of a resource consent or permitted activity, or where that development or activity may have an adverse effect on the natural or physical environment.

3. Definitions

For the purposes of this policy, and in accordance with the RMA section 108(9) **Financial Contributions** means a contribution of —

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

For the purposes of this policy – and in accordance with the LGA section 197(1) **development** means —

- a Any subdivision, building, land use, or work that generates a demand for reserves, network infrastructure, or community infrastructure; but
- b Does not include the pipes or lines of a network utility operator.

4. Financial Contributions

The objective of this Policy is to require Financial Contributions, in appropriate circumstances, for the purposes of meeting the costs of increased demand for reserves and infrastructure resulting from growth.

Council may require that a financial contribution be made to Council as a condition of a resource consent or permitted activity where that activity or development requires additional capacity from any of the following:

- Public open space and recreation facilities of the District; and
- Water, sewerage, stormwater and roading networks.

In accordance with the RMA section 111, where Council receives a cash contribution under section 108(2)(a), Council shall deal with that money in reasonable accordance with the purposes for which the money was received.

4.1 Capital Expenditure

The LGA section 106(2)(a) requires that Council's Financial Contributions Policy summarise and explain the total cost of capital expenditure identified in the Long Term Plan (LTP) that Council expects to incur to meet the increased demand for community facilities resulting from growth.

The growth assumption for the Waimate District for the Long Term Plan 2018-28 period is sufficiently low and not in excess of capacity within the existing facilities and services for which financial contributions are sought. Consequently, Council does not require any financial contributions for capital expenditure in regard to growth.

5. Financial Contribution Provisions

Financial Contributions can only be required in accordance with the purposes specified in the Waimate District Plan (including the purpose of ensuring positive effects on the environment to offset any adverse effect). The level of contribution must be determined in the manner described in the District Plan. See [Section 10 of the Waimate District Plan](#).

A summary of the existing Financial Contributions provisions under the Waimate District Plan is included below. The full provisions can be found in the District Plan which is available from Council or on the Council website – www.waimatedc.govt.nz

5.1 Open Space and Recreation Contributions

Financial Contributions may be collected for the provision and maintenance of open space and recreational facilities to meet the diverse needs of residents and visitors to the District.

Financial Contributions may be required as a condition of an activity, whether or not it requires a resource consent, including any subdivision or development for residential, commercial or industrial purposes, including utilities (excluding network utilities).

5.2 Stormwater Disposal

Financial Contributions may be collected to meet the costs of upgrading stormwater services which are attributable to the impacts of subdivision or development.

Financial Contributions may be required where an activity, whether or not it requires resource consent, will discharge stormwater to a Council reticulated stormwater system.

5.3 Water Supply

Financial Contributions may be collected to meet the costs of upgrading water supply services which are attributable to the impacts of subdivision or development.

Financial Contributions may be required where an activity, whether or not it requires a resource consent, is to be connected to a Council reticulated water supply system.

5.4 Sewage Disposal

Financial Contributions may be collected to meet the costs of upgrading sewage disposal services which are attributable to the impacts of subdivision or development.

Financial Contributions may be required where an activity, whether or not it requires a resource consent, is to be connected to a Council reticulated sewage disposal system.

5.5 Road and Property Access

Financial Contributions may be collected to meet the costs of upgrading roading and property access which are attributable to the impacts of subdivision or development.

Financial Contributions may be required where an activity, whether or not it requires a resource consent, has access to a road which is not formed to the standards specified in Rule 9.2 in the Waimate District Plan Section 10, towards road widening, construction and/or formation including footpaths.

6. Policy on Development Contributions

Waimate District Council's policy in relation to Development Contributions is to not levy contributions under section 106 of the LGA, but to collect Financial Contributions pursuant to section 108 of the RMA.

7. Review of Policy

This Policy is to be reviewed every three years, in line with Council's Long Term Plan funding review process. The policy may be amended at any time prior, by resolution of Council, if required.

Council is aware that, as a result of the Resource Legislation Amendment Act 2017, the ability to levy Financial Contributions will be removed from the RMA effective 18 April 2022. Council's next review of this policy will reflect this change.

RATES REMISSION POLICY

1. Qualification

The Rates Remission policy of Council is adopted pursuant to sections 102 (5), and 109 of the Local Government Act 2002.

2. Purpose

The purpose of this policy is to provide rates relief through remissions to enable a fairer allocation of rates having regard to the District's social, cultural, environmental and economic wellbeing. Parts of this policy extends the non-rateable provisions of schedule 1 of the Local Government (Rating) Act 2002.

This policy applies to the following types of rating units:

- Community and Cultural organisations
- Halls and Community Centres
- Sporting Clubs
- Land upon which the occupier has voluntarily preserved or enhanced natural, historical or cultural features
- Deceased estates
- Civic Amenities Rate on Glenavy Fishing Camp
- Rural land within the Urban Differential boundary
- Community Housing
- Properties paying both a Waimate Event Centre UAGC and a Rural Hall rate
- Rating Units affected by Natural Calamity or Fire
- Penalties upon rates in circumstances where the ratepayer has agreed to and abided by the terms of an arrangement acceptable to Council

3. Scope

This policy applies to any rate charges remitted by Council.

4. Responsibility

This policy shall be implemented by Council's Corporate Services Manager and Rates Officer. Council may from time to time resolve to confirm the applicability of a new applicant in terms of this policy.

5. Specific Policies

5.1 Halls and Community Centres - Waimate Urban Ward

Council will remit 50% of the General Rates, 50% of the Targeted Rate Roading and Footpaths, 50% of the Targeted Rate Civil Defence, and 50% of the Sewer Charge for all qualifying Halls, Churches and Community Centres within the Waimate Urban Ward. A sample of the applicable Halls and Community Centres are as follows (not the full list):

Halls

Vintage Car Club	Harris Street.
Waimate Bridge Club	Augustine Street.
Waimate Croquet Club	Shearman Street.
Waimate Senior Citizens Club	Shearman Street.

Public Halls

Silver Band Hall	High Street.
Highland Pipe Band	Paul Street.
St Augustine Masonic Lodge Hall	Leonard Street.
St John Hall / Rooms	Shearman Street.

Liquor Licences

Council will not provide any remission of rates on clubs and organisations holding a liquor licence(s).

This remission will be funded from within the General Rate Urban, Targeted Rate Roading and Footpaths Urban, Targeted Rate Civil Defence Urban, or Sewer Rate as appropriate.

5.2 Halls and Community Centres Outside of the Waimate Urban Rating Area Qualifying for Rates Remissions

Council will remit 50% of the General Rates, 50% of the Targeted Rate Rooding and Footpaths, and 50% of the Targeted Rate Civil Defence on the following qualifying Halls and Community centres outside of the Waimate Urban rating area (although not the full list):

Arno Hall	Arno
Atwill Park Scout Camp	Kelceys Bush
Blue Cliffs Hall	Blue Cliffs
Cattle Creek Hall	Cattle Creek
Glenavy Hall	Glenavy
Hook Hall	Hook
Hunter Hall	Hunter
Ikawai Hall	Ikawai
Lyalldale Hall	Lyalldale
Makikihi Hall	Makikihi
Maungati Church and Hall	Maungati
Otaio Hall	Otaio
St Andrews Hall	St Andrews
Southburn Hall	Southburn
Studholme Hall	Studholme
Waituna Hall	Waituna
Waihaorunga Hall	Waihaorunga
Willowbridge Hall	Willowbridge

This remission will be funded from within the General Rate Rural 1, General Rate Rural 2, Targeted Rate Rooding and Footpaths Rural 1, Targeted Rate Rooding and Footpaths Rural 2, Targeted Rate Civil Defence Rural 1, or Targeted Rate Civil Defence Rural 2 as appropriate.

5.3 Regent Theatre

Council will remit all rates on the Regent Theatre excluding that portion which is leased to a private concern.

This remission will be funded from within the General Rate Urban, Targeted Rate Rooding and Footpaths Urban, Targeted Rate Civil Defence Urban, Water Scheme Urban, or Sewer Rate as appropriate.

5.4 Land Upon which the Occupier has Voluntarily Preserved or Enhanced Natural Historical or Cultural Features

Council will grant full remission of the General Rate, Targeted Rate Rooding and Footpaths, and Targeted Rate Civil Defence where application is made to Council and Council is satisfied that the owner of the land has voluntarily preserved or enhanced natural, historical or cultural features of the land. Council may also consider the extent to which public access to the land is provided by the landowner and the extent to which commercial gain is derived by the landowner.

This remission will be funded from within the General Rate Urban, Targeted Rate Rooding and Footpaths Urban, Targeted Rate Civil Defence Urban, General Rate Rural 1, General Rate Rural 2, Targeted Rate Rooding and Footpaths Rural 1, Targeted Rate Civil Defence Rural 1, Targeted Rate Rooding and Footpaths Rural 2, and Targeted Rate Civil Defence Rural 2 as appropriate.

5.5 To Provide for Remission of Rates Penalties in Certain Circumstances where the Ratepayer is a Deceased Estate

In order to codify a reasonable and long standing custom and practice, Council resolves that in the case of a deceased estate, upon receipt of a letter from a Solicitor who has been granted probate, that while the winding up of the affairs of the estate are in progress and that Council may expect full payment of rates charges outstanding within three months from the date of the letter, Council may remit rates penalties from time of death.

This remission will be funded from within the rate type where the remission is granted.

5.6 Glenavy Hall Rate Remission for Glenavy Fishing Camp

This remission provides relief to the Glenavy Fishing Camp for the Glenavy Hall Rate as the Glenavy Fishing Camp have their own communal Hall at the Camp.

From 1 July 2015 Council shall remit two-thirds of the Glenavy Hall Rate for the Glenavy Fishing Camp, 449 Fisheries Road, Glenavy.

This remission will not be funded from other Glenavy Hall rate ratepayers. Note also that other ratepayers in the district will not be funding this remission.

5.7 General Rate Remission – Urban Differential

This remission provides relief to large property owners within the general rate urban area boundary that would otherwise make an unfair contribution to the rates allocated to the urban area. This relief is given by remission to approximate the general rate rural differential.

Rating Units liable to be assessed on the General Rate Urban Differential that are greater than 20 hectares shall receive a partial remission of the general rate.

The remission will be calculated:

- a Capital value of rating unit divided by area of land.
- b Area of land greater than 20ha multiplied by A.
- c General Rate Urban Differential less General Rate Rural Differential.
- d Remission equals B multiplied by C.

This remission will be funded from within the General Rate Urban.

5.8 Targeted Roding and Footpaths Rate Remission – Urban Differential

This remission provides relief to large property owners within the Targeted Roding and Footpaths Rate Urban area boundary that would otherwise make an unfair contribution to the rates allocated to the urban area. This relief is given by remission to approximate the Targeted Roding and Footpaths Rate Rural 1 differential.

Rating Units liable to be assessed on the Targeted Roding and Footpaths Rate Urban Differential that are greater than 20 hectares shall receive a partial remission of the Targeted Roding and Footpaths Rate.

The remission will be calculated:

- a Capital value of rating unit divided by area of land.
- b Area of land greater than 20ha multiplied by A.
- c Targeted Roding and Footpaths Rate Urban Differential less Targeted Roding and Footpaths Rate Rural 1 Differential
- d Remission equals B multiplied by C.

The remission will be funded from within the Targeted Roding and Footpaths Rate Urban.

5.9 Targeted Civil Defence Rate Remission – Urban Differential

This remission provides relief to large property owners within the Targeted Civil Defence Rate Urban area boundary that would otherwise make an unfair contribution to the rates allocated to the urban area. This relief is given by remission to approximate the Targeted Civil Defence Rate Rural 1 differential.

Rating Units liable to be assessed on the Targeted Civil Defence Rate Urban Differential that are greater than 20 hectares shall receive a partial remission of the Targeted Civil Defence Rate.

The remission will be calculated:

- e Capital value of rating unit divided by area of land.
- f Area of land greater than 20ha multiplied by A.
- g Targeted Civil Defence Rate Urban Differential less Targeted Civil Defence Rate Rural 1 Differential
- h Remission equals B multiplied by C.

The remission will be funded from within the Targeted Civil Defence Rate Urban.

5.10 Waimate Event Centre Rate Remission – Waimate District Rural Hall

This remission provides relief to Rural Hall Ratepayers, where the Rural Hall is within the Waimate District Boundary, recognising that they are contributing to both their Hall and the Waimate District Event Centre.

This remission applies from when the Waimate Event Centre rate is increased to provide funding for the repayment of principal and interest on the refurbished Waimate Event Centre.

Council shall remit 25% of Waimate Event Centre Targeted Rate (per separately used or inhabitable part) where a Rural ratepayer is contributing to both their local Hall (that must be within the Waimate District Boundary) and also to the Waimate Event Centre. The level of remission will be reviewed at each LTP.

This remission will be funded from within the Waimate Event Centre Rate.

5.11 Community Housing – Waimate District Council

This remission provides relief to Community Housing recognising their special circumstances and uniqueness within the District.

Council shall remit 50% of Civic Amenities Charges (per separately used or inhabitable part) at the Community Housing, 8 – 16 Kennedy Crescent, Waimate. The level of remission will be reviewed at each LTP.

This remission will be funded from within the Civic Amenities Rate Urban.

5.12 Targeted Urban Sewerage Rate Remission – Southern Canterbury Agricultural and Pastoral Association Inc

This remission provides relief to the Southern Canterbury Agricultural and Pastoral Association Inc. reducing the value of remission over a period of three years. This recognises that the Showgrounds facility has completed its development stage and is now in its commercial stage.

Council will remit 25% of the Targeted Urban Sewerage charge in 2018/19, 12.5% in 2019/20 and 0% in 2020/21 and thereafter.

This remission will be funded from within the Targeted Urban Sewerage Rate.

5.13 Targeted Urban Sewerage Rate Remission – Bushtown Waimate Inc

This remission provides relief to Bushtown Waimate Inc. This remission recognises that Bushtown Waimate Inc is under development and use of the sewerage system will be sporadic. This remission will be reviewed when Bushtown Waimate Inc moves to its commercial stage.

Council will remit 50% of the Targeted Urban Sewerage charge.

This remission will be funded from within the Targeted Urban Sewerage Rate.

5.14 Rating Units affected by Natural Calamity or Fire

This remission provides relief to the ratepayer where there is significant loss incurred due to a natural calamity, such as earthquake, flood or wildfire, and fire (not deliberately lit by the owner, occupier or related party).

Council may, on written application, remit wholly or in part, any rate or charge, where in the opinion of Council or its delegate it is fair and reasonable to do so, taking account of the individual ratepayers circumstances and the impact on the district.

This remission will be funded from within the rate type where the remission is granted.

5.15 Penalties on Rates in Circumstances where the Ratepayer has agreed to and abided by the Terms of an “Arrangement” acceptable to the Waimate District Council

While any Ratepayer who has a repayment plan acceptable to Council and continues to make regular payments over defined periods of not greater than 18 months, Council will hold the charging of any further penalties for the duration of the repayment period.

This remission will be funded from within the rate type where the remission is granted.

5.16 Rates Penalty

That once every 5 years, a Ratepayer, provided he or she pays all outstanding rates within ten working days of the instalment penalty due, be allowed automatic remission of penalties.

This remission will be funded from within the rate type where the remission is granted.

6. Policy on Rates Postponement

Council does not allow postponement of rates for any reason.

SIGNIFICANCE AND ENGAGEMENT POLICY

1. Purpose

Waimate District Council has developed the Significance and Engagement Policy (the Policy) to determine the significance of issues within the District, and how to align our engagement with the public based on the degree of significance of the issue. The Policy aligns with the provisions of the Local Government Act 2002 (the Act).

This policy exists to:

- Inform you, the public, what you can expect from the Waimate District Council regarding community engagement and the ways you can influence and participate in the decision-making of the Council.
- To provide Council with a tool that guides the assessment of significance during decision-making. A decision on significance and engagement provides direction on the level of community engagement that might be desirable to enable Council to develop a clearer understanding of community views and preferences on an issue or proposal.

2. Definitions

- **Significance** — in relation to any issue, proposal, decision, or other matter that concerns or is before a local authority, means the degree of importance of the issue, proposal, decision, or matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for, —
 - a The district or region;
 - b Any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter;
 - c The capacity of the local authority to perform its role, and the financial and other costs of doing so.
- **Significant** — in relation to any issue, proposal, decision, or other matter, means that the issue, proposal or decision or other matter has a high degree of significance.
- **Strategic asset** — in relation to the assets held by an authority, means an asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community.
- **Significant activity** — is an activity (or group of activities) as detailed in Council's Long Term Plan.

3. General approach to determining significance and decision-making

3.1 Determining Significance

On every issue requiring a policy or strategic decision (other than the issues which require processes specified under legislation – see Section 7 below), Council will consider the degree of significance of the issue and the corresponding level of engagement.

The significance of the issue and appropriate forms of engagement will be considered at the earliest possible stages of a proposal or process, before decision-making occurs. If necessary, significance and engagement will be reviewed as the proposal develops and as community views, preferences and values become better known.

3.2 Compliance with sections 76-82 of Local Government Act 2002

In making any decision, Council will comply with the decision-making requirements of the Act, regardless of the degree of significance of the decision or issue. The relevant sections of the Act prescribe procedural steps to be followed as may be applicable, and ensure that Council:

- Is clear about why it is making the decision and issues involved;
- Has considered and evaluated all reasonably practical options for achieving the objective for which the decision is being made; and
- Invests appropriate time, money and effort into researching and evaluating the issues and options, proportionate with the significance of the matter, including its importance to the community.

3.3 Decision-making checks

In making any decision, Council will be satisfied:

- It has sufficient information on the relevant issues and options; and
- It knows enough about, and has given adequate consideration to the views and preferences of affected and interested parties.

3.4 Relevant effort

The significance of the issue, proposal or decision will determine how much time, money and effort Council will invest in exploring and evaluating options and obtaining the view of affected and interested parties.

3.5 Implications for Maori

In some instances, there may be particular requirements to learn about the implications of an issue or decisions for Ngai Tahu as mana whenua and kaitiaki of the Waimate District.

3.6 Covering diversity

There may also be issues or decisions where there are diverse groups within the community with different concerns, interests, views and preferences, where multiple processes will be appropriate to distinguish and recognize the range of positions.

3.7 Limitations

The commitment to invest in exploring options and obtaining the views of communities and affected and interested parties does not mean that Council will have to fully consult with the public for every decision it makes, nor does it bind Council to the views of communities and interested or affected parties.

3.6 Other influences

As well as the views of communities and affected and interested parties, there are a wide range of information sources, considerations and perspectives that will inform Council's decisions, including the requirements of Government policy, technical matters and the financial implications.

4. Criteria and procedures for assessing significance

4.1 Degree of significance

In considering whether any issue, proposal, decision or other matter is of significance under this Policy, Council will be guided by the following:

<i>Criteria</i>	<i>Measure</i>
The degree to which the issue affects the District	Major and long term effect on one or more town/ward/District
The degree to which the issue affects the community	Major and long term effect a demographic/community/district
The degree to which the issue affects the level of service of a significant activity	Results in isolation or limited access to core services
The degree to which the issue has a financial impact on Council or the rating levels of its communities	>10% of Council revenue (exclusive of investment assets)
The degree to which the issue has cultural relevance	Major and long term effect on an ethnicity, religion or culture

A matter will be considered significant when one or more of the above criteria are met.

If an issue exceeds one or more of the above criteria measures, the matter is more likely to have a high degree of significance.

Other matters that will be taken into account when determining significance can include:

- The potential effects on delivery of Council policy and strategy;
- the degree to which the decision promotes Council's Community Outcomes and Vision;
- the impact on rates and/or debt; and
- the reversibility of the decision;

All decisions will be made with sensitivity to a decisions potential impact on, and interest held within, the community.

While this Policy sets out a distinct financial threshold, there may be financial decisions that do not trigger this threshold but need to be considered as significant due to triggering some or all of the other criteria listed.

Generally, the greater the amount of money concerned the higher the impact on the community, a higher degree of public interest, and therefore a higher degree of significance. However, this is not necessarily definitive. There may be some cases in which small financial transactions may attract great public interest, while some large financial transactions may accrue very little attention at all.

Council may take into account knowledge it has previously gained about community opinion eg, Long Term Plan consultation, Community Outcomes, previous public debate, media coverage and public submissions to assess significance.

4.2 Procedure

Council will balance the requirements of efficient decision-making, and the information requirements of sections 76-82 of the Act, across the different levels of significance from minimal to major.

Reports to Council and Committees proposing policy or strategy decisions will include a statement of Assessment of Significance.

This statement will include:

- whether or not the matter being reported on is considered significant in accordance with this Policy;

And if required:

- an outline of what has been done to ensure compliance with the decision-making requirements of the Act;
- a recommendation of further actions required to ensure compliance;
- discussion of any issues and the views and preferences of affected and interested parties; and
- a recommendation that Council or the Committee determines the degree of significance of the particular issue or decision.

In accordance with section 77(1)(c) of the Act, when significant proposals or decisions relate to land or a body of water, Council will take into account the relationship of Maori and their culture and traditions with their ancestral land, water, sites, waahi tapu, valued flora and fauna and other taonga.

Council officers preparing these reports will have regard to this Significance and Engagement Policy and to all relevant legislative requirements.

5. Strategic Assets

In respect to strategic assets, a key consideration is whether the assets are essential to the continued delivery of Council's Community Outcomes which are important for the well-being of the community. Decisions to transfer ownership or control of a strategic asset to or from Council or to construct, replace or abandon a strategic asset cannot be made unless they are first included in the Long Term Plan or through a Long Term Plan amendment.

For the purpose of section 76AA (3) of the Act, Council considers the following assets to be strategic assets:

Strategic Assets
Regent Theatre
Waimate Public Library - building and collections
Resource Recovery Park
Parks and Reserves
Cemeteries
Roading Networks and connected infrastructure
Sewerage Networks and Treatment Plants
Norman Kirk Memorial Pool
Stormwater Networks
Water Treatment, Storage and Supply Networks
Community Housing
Local Government Centre
Waimate Event Centre

6 Engagement

Once Council has determined the significance of a matter and has determined it needs more information on the range of views held, Council will consider how and when it should engage with the community. Depending on the matter being considered, and the identified stakeholders involved, the preferred method(s) or combination of engagement tools will be identified and applied to meet the goals of the specific engagement.

Council will respond to community preferences about engagement, including the form of consultation that may be desirable, by informing and seeking guidance from Elected Members.

In determining the processes and methods appropriate for engaging with communities on particular proposals and decisions Council will be guided by the following:

- the degree of significance of the issue, decision, proposal, asset or other matters – as determined by the criteria set out in this Policy;
- the objectives of the engagement – the level of information sought from residents and affected and interested parties;
- the preferences, capacities, views and values of the community groups and individuals affected by and/or interested in the decision or proposal;
- the diversity of preferences, capacities, views and values of the community groups and individuals affected by and/or interested in the decision or proposal;

- the benefits, limitations and costs of the range of possible processes and methods for engaging with the community groups and individuals affected by and/or interested in the decision or proposal;
- timing issues, including any concurrent engagement processes on other matters involving the same or similar groups or communities; and
- opportunities provided by innovative technologies for efficient and effective engagement.

6.1 Methods of engagement

Many methods of engagement can be used by Council, subject to the degree of significance of the issue. It is essential that Council does not use a homogenous approach to engagement, and utilises engagement tools appropriate to the nature and significance of the issue, and community affected.

Council will use an 'engagement spectrum' approach to determine the most appropriate process and methods for engagement on particular decisions or issues. See Appendix 2 – Community Engagement Spectrum and Appendix 3 – Toolbox for Engagement. These are guidelines for approaching engagement and do not limit or determine the methods or degree of engagement.

6.2 Inform Communities

These methods generally one-way communication approaches that are efficient and practical means to raise awareness of a new or newly significant issue. The aim is to provide basic information about an issue, and to build community interest:

- distribution of media releases, advertising, pamphlets or other material;
- information provided on Council's website and through social media.

Communities are kept up to date with developing issues and new proposals, and communications can be targeted to interested and affected groups. These methods are essentially a one-way process out to communities, and as such are more useful in the earliest stages of proposals or processes. Other limitations of these methods include the costs of printing and distribution, and the challenges in reaching as widely within the communities as may be necessary.

6.3 Consult and Involve

A range of community engagement tools and methods can be used to have communities and particular interested and affected groups contribute their views, priorities and preferences as part of Council's decision-making process.

For relatively straightforward issues or proposals, methods such as surveys in various media or focus groups may be effective.

For more complex issues, particularly significant planning documents and strategies more comprehensive engagement is required.

Engagement approaches used for these types of processes will include printed consultation documents, information on the Council website and social media sites and community

meetings to engage with residents. These processes can be costly and time-consuming and can result in low participation rates with a narrow range of people and groups engaging.

Council will continue to look for ways to effectively include opportunities for residents and affected groups and organizations to provide feedback on key planning documents.

Online engagement tools that offer cost-effective and timely feedback channels are likely to enable Council to more frequently seek community feedback on issues being considered by Council.

6.4 Collaborate and Empower

The value of a collaborative approach is increasingly recognised in a wide range of policy and decision-making contexts. These kinds of methods and approaches are particularly useful when there is a high degree of significance of the issue or proposal, and when there is strong community interest, capacity and commitment. These kinds of issues and proposals tend to be complex with multiple values, perspectives and interests at stake and often involve complex technical or scientific questions.

Methods include:

- collaborative working groups including Council and other representatives;
- multi-stakeholder processes such as Citizen Juries or Panels;
- multi-stakeholder groups
- interactive online tools

These methods allow for research into the issues and background, and exploration of a wide diversity of implications. Multiple goals and values can be recognised and achieved. In addition, a collaborative approach establishes legitimacy through representative community participation develops and affirms long-term relationships and understanding, and builds trust and community networks for future collaborative initiatives.

These processes do require on-going skilled facilitation and considerable time and resourcing to be effective.

7 Engaging with communities on other matters

7.1 Local Government Act

The Act prescribes the particular processes for councils to follow to consult and engage with communities on particular matters.

Special Consultative Procedure:

The Act specifies that a special consultative procedure (SCP), as defined under section 83, must be followed for community engagement on certain plans and processes including:

- Long Term Plan;
- Annual Plan (if the Annual Plan includes significant new proposals not included in the Long Term Plan); and
- Bylaws of significant interest.

Other provisions in the Act specify particular decisions or activities when community engagement is to be addressed through the public consultation for a Long Term Plan. These include:

- a decision to transfer the ownership or control of a strategic asset to or from Waimate District Council or a decision to construct, replace or abandon a strategic asset;
- a decision to alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of Waimate District Council, including a decision to commence or cease any such activity.

7.2 Other legislation

Many decisions made by Council will be made under legislation that prescribes the consultation and decision-making procedures required, including the procedures that must be used for public notification, considering submissions and making decisions. This legislation includes:

- Resource Management Act 1991;
- Reserves Act 1977;
- Civil Defence Emergency Management Act 2002; and
- Land Transport Act 1998.

Even if a decision is clearly a significant one within the meaning of the Act, where procedures for decision-making are set out in other legislation, these will be used.

8 Engaging with Iwi/Maori

The Act provides principles and requirements for Council that are intended to facilitate participation by Maori in local authority decision-making processes.

Section 81 of the Act states that a local authority must —

- a establish and maintain processes to provide opportunities for Maori to contribute to the decision-making process of the local authority; and
- b consider ways in which it may foster the development of Maori capacity to contribute to the decision-making process of the local authority; and
- c provide relevant information to Maori for the purposes of paragraphs (a) and (b)

Section 82(2) of the Act states that Council must ensure that it has in place processes for consulting with Maori in accordance with the principles of consultation (as detailed in section 82 (1) of the Act).

9 When Council will not engage

Information is always necessary for the decision making process. However, there are times Council won't consult because the issue is routine, operational or because there is an emergency. If Council chose not to consult on a matter this determination will be made in accordance with the criteria below and not withstanding any legislative requirements.

The Council will not engage when:

- the matter is not of a nature or significance that requires consultation (s82(4)(c) of the Act); or
- the Council already has a sound understanding of the views and preferences of the persons likely to be affected by or interested in the matter (section 82(4)(b) of the Act); or
- there is a need for confidentiality or commercial sensitivity (section 82(4)(d) of the Act); or
- the costs of consultation outweigh the benefits of it (section 82(4)(e) of the Act); or
- the matter has already been addressed by the Council’s policies or plans, which have previously been consulted on; or
- Emergency Management activities during a state of emergency (Civil Defence Emergency Management Act 2002); or
- an immediate or quick response or decision is needed or it is not reasonably practicable to engage; or
- works are required unexpectedly or following further investigations on projects, already approved by the Council; or
- business as usual - the works required are related to the operation and maintenance of a Council asset and responsible management requires the works to take place; or
- when Council has consulted on the issue in the last 24 months.

Where the above listed circumstances apply and consultation is not to be undertaken, the Council is still required to give consideration to the views and preferences of persons likely to be affected by, or to have an interest in, the matter (section 78 (1) of the Act). The Act requires that this consideration be in proportion to the significance of the matters affected by the decision (section 79 (1)).

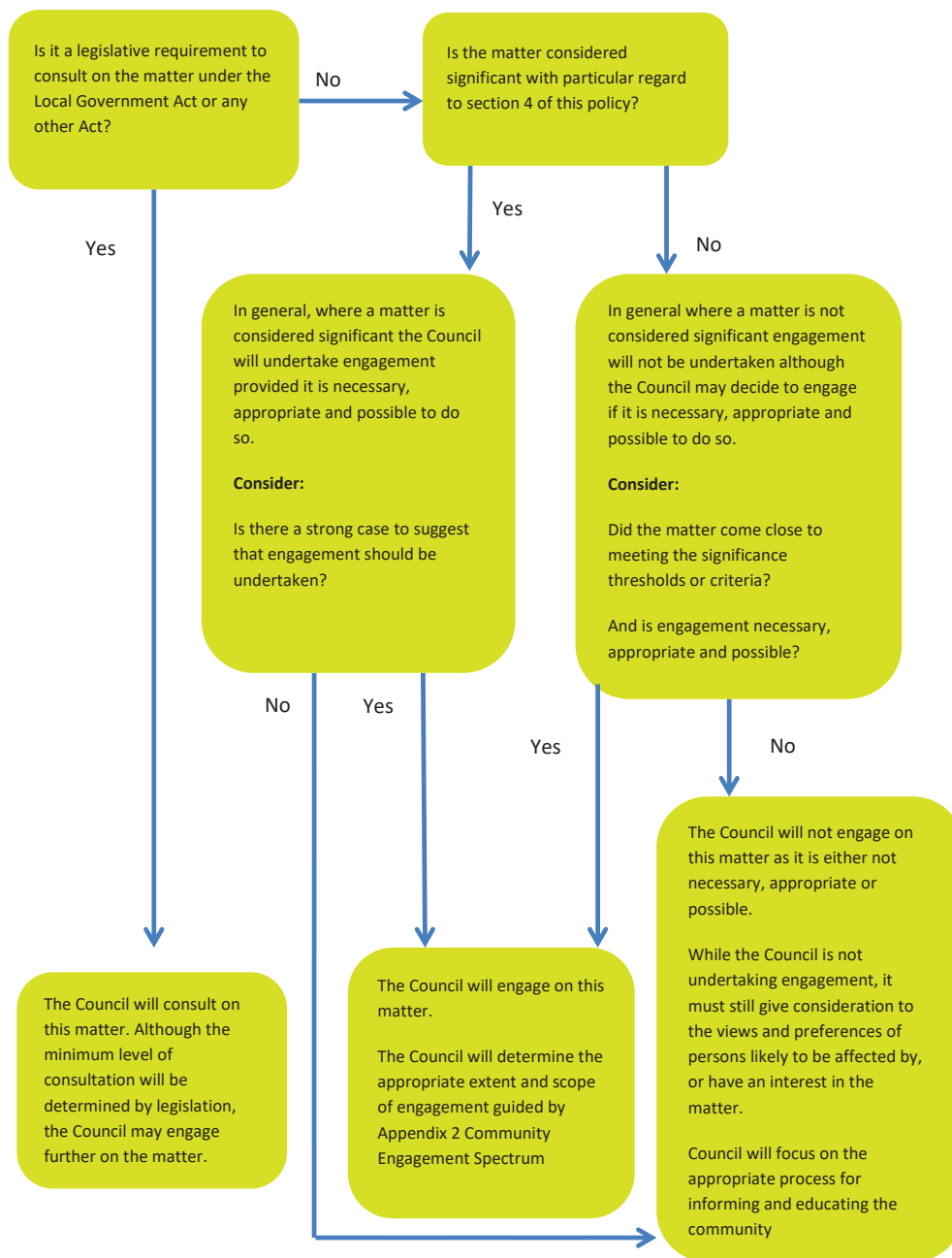
10 Identification of inconsistent decisions

When Council makes a decision that is inconsistent with this policy, the steps identified in section 80 of the Local Government Act 2002 will be undertaken.

Council will clearly identify:

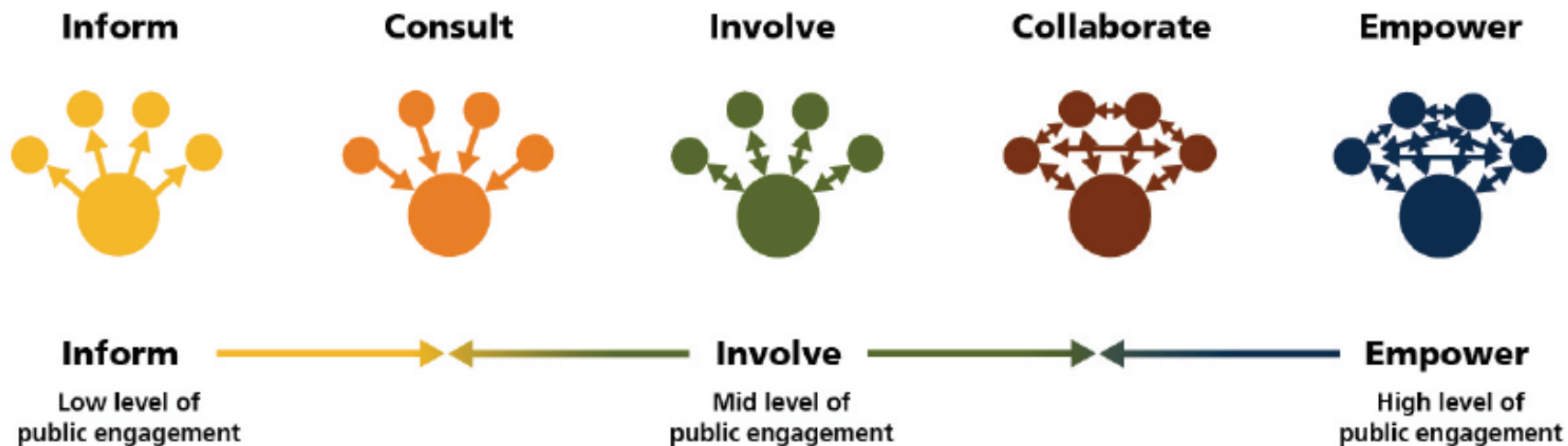
- d the inconsistency; and
- e the reason for the inconsistency; and
- f any intention of Council to amend the policy or plan to accommodate the decision.

Appendix 1: Significance and Engagement Flowchart

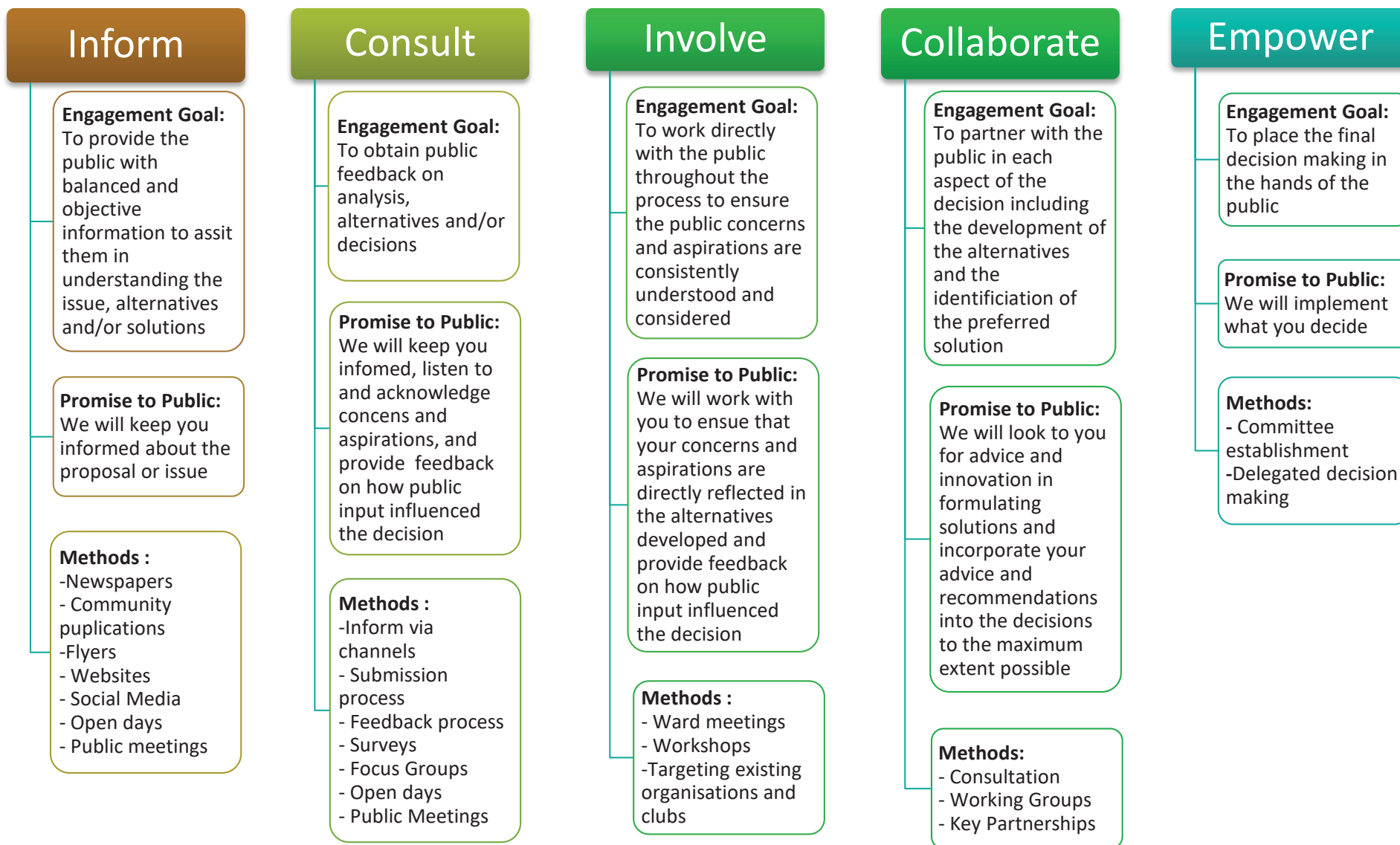


Appendix 2: Community Engagement Spectrum

This diagram details how Council may engage with the public based on the level of significance. Both significance and engagement are flexible along the spectrum, and Council is not limited to these methods of engagement with the public.



Appendix 3: Tool Box for Engagement



FINANCIAL STRATEGY

1. Introduction

The Financial Strategy is a requirement of the Local Government Act 2002. It forms part of the 10 Year Plan. The Financial Strategy sets out how Council intends to manage its financial performance and finance its activities and services throughout the 10 Year Plan and identifies, at a macro level, funding of the 30 year Infrastructure Strategy. It also provides Council with a guide for considering and approaching expenditure and funding proposals.

The financial strategy outlines the key financial parameters and the limits that the Council will operate within. Council must be financially sustainable to continue delivering services to its communities. This involves a balancing act of keeping the services it delivers affordable, ensuring equity between current and future generations, fairly sharing the costs of delivering the services across different users and maintaining a strong financial position, which means having sustainable debt position. The Financial Strategy sets out how Council plans to fund its activities and capital projects over the next 10 years. The Council will report against the Financial Strategy when preparing its various annual reports and pre-election report in 2019.

In the preparation of this 10 Year Plan, Council have been mindful of the balance between levels of Growth within the Waimate District

Economic activity and changes in population are major drivers of the demand for Council's activities and services. Council services and the associated cost of these services are directly impacted by the district population and the levels of service expected by the community, central government and other regulators. These factors in turn affect operating and capital expenditure requirements.

Waimate District, like other areas in rural New Zealand, has experienced significant changes in land use over the past decade, with the presence of significant dairy factories and the Waihao Downs Irrigation scheme reflective of a shift in focus of district agriculture.

The population of the Waimate District is forecast to increase by 3.0% over the next 10 years. Council believes the District's infrastructure requires significant investment in order to continue to meet its obligations to the existing and future district population, with the focus on replacing or improving existing assets rather than adding to the infrastructure base. Investment in Water quality and Roding infrastructure will result in a step-change in the debt profile of Council.

There remains potential for continuing, significant economic development within the Waimate District over the next 10 years. The recent expansion of the two dairy factories already operating within the District (the Oceania Dairy Plant at Glenavy and Fonterra's Dairy Plant at Studholme) is illustrative of the capacity the district has to grow.

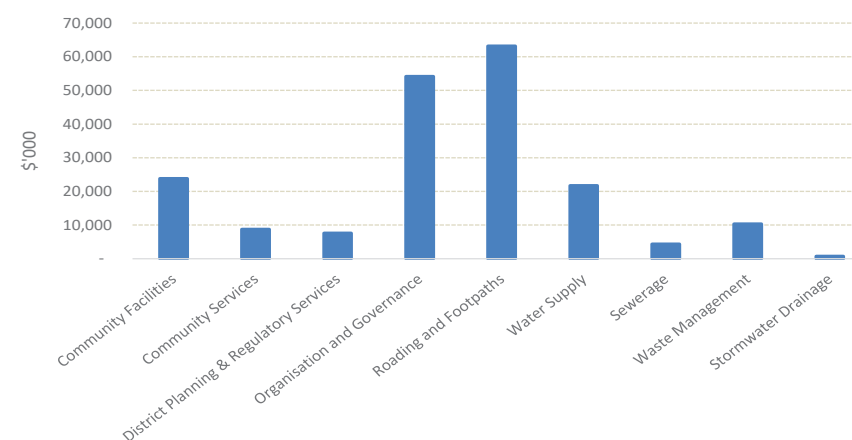
Council believes that its existing infrastructure has sufficient capacity to meet the demand that may arise from continuing economic development. Council believes that levels of service, driven by expectation or potential legislation, are the main concerns for this plan period.

2. Financial Overview

This section summarises the amount of expenditure Council anticipates it will incur in funding its activities.

Budgets have been prepared based on agreed levels of service for each activity, which are set out in detail in the group activity plan. The total cost of delivering this program is forecasted to be \$194.5 million over the 10-year period. The total cost by activity group is shown below (note: this table is after internal expenditure has been eliminated and some activities may not necessarily align to the activity sections of the Long Term Plan). More information on what activities are in each group and expenditure details can be found in the activity sections of the Long Term Plan.

Operating Expenditure by Group 2018-28



Operating Expenditure Increases

Council is forecasting that its operating expenditure will increase from \$16.564 million in 2018/19 to \$21.156 million in 2027/28. As Council is proposing significant level of service increases in the Water Supply and Roding activities, a large component of this growth is driven by spend in these areas.

Another component of the increase is the result of price increases for goods and services that Council purchases to carry out its activities and services, for example, contract fees, wage increases, price of materials used, insurance costs and inflation mean it costs more for Council to deliver its activities and services.

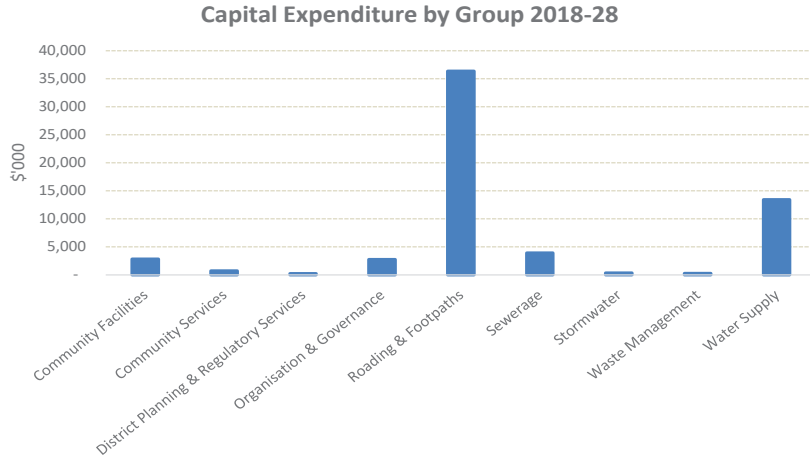
The requirement to externally loan fund the new capital initiatives, particularly in Water Supply, when added to the existing loan funding backing the Event Centre, drive significant and permanent increases in interest costs into Council.

Council is constantly reviewing the cost and the way it delivers its operations to ensure it is undertaking the activities in a way that is most cost effective for households and businesses. However, Council expects to sustain additional operational costs as a result of debt funding capital investment over the lifetime of this plan.

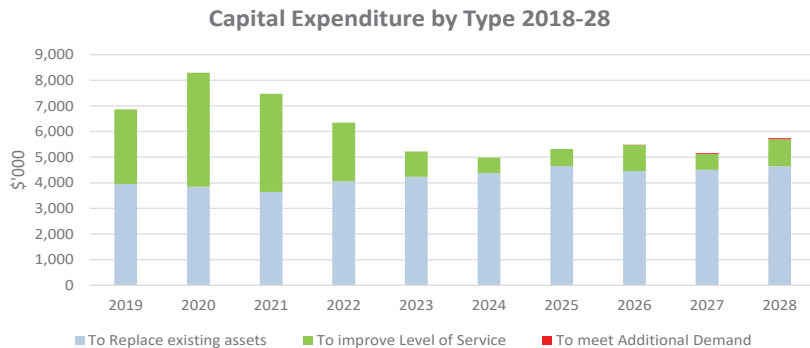
Capital Expenditure Requirements

Over the next 10 years, Council is forecasting capital expenditure of \$60.915 million. Council is mindful that increased capital spending, commits the district to increased and sustained depreciation charges.

The following graph shows how capital expenditure is broken down by activity group:



The following graph shows the capital expenditure planned for each of the next 10 years. Council's spend is linked to renewing existing assets or increasing level of service. If actual demand is higher than forecast, this plan can absorb that additional demand, although projected increases in traffic volume drive part of the Roading & Footpaths capital requirement.



Adopting an unbalanced budget

A balanced budget is where the operating expenditure and operating revenue match in each year of our Plan. Operating expenditure is based on what we expect to spend to deliver the services outlined in our Plans.

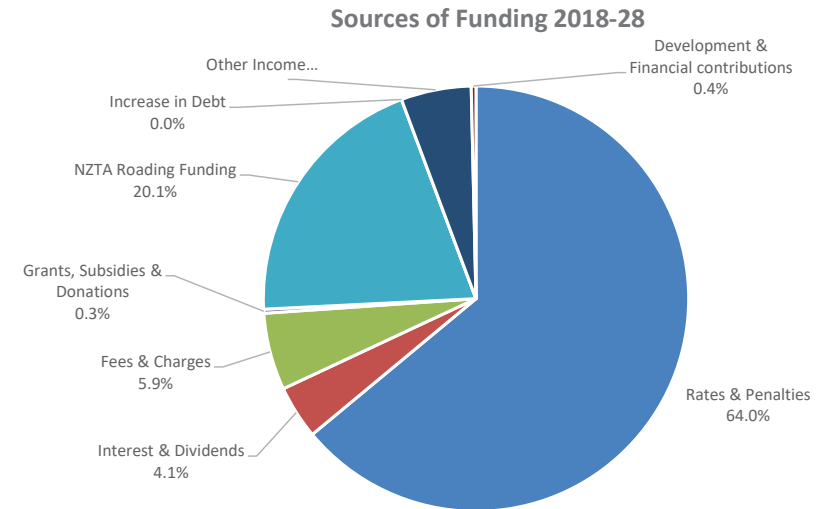
Under this LTP Council is proposing a budget that doesn't balance over the course of the LTP. This occurs as we smooth the impact of significant capital works over the term of the plan using increased debt.

Council reflect deficits in the early years of this LTP in order to deliver an affordable rates requirement. When combined with a clear plan to recover the deficit in later years with an affordable rates requirement, we believe this is a prudent approach.

3. How will Council Fund this Plan?

This section covers how Council intends to fund its activities and the services it delivers.

The total cost of council activities is funded from a number of sources, the graph below shows sources of funding that the council intends to use to fund this plan. Rates remain the major source of funds for Council.



Other Income includes Petrol Tax Income, Commissions, Forestry revenue, rental income and other miscellaneous income.

What about rates? Will they be affordable?

Rates increases

Council rates in New Zealand must be set with a view to being affordable to the district. This Council aims to strike a balance between delivering the outcomes the district requires and desires, and the rates it strikes to fund this work.

Council has reviewed its funding requirements in order to support more rapidly achieving improved service standards the Water Supply space. Council has also reviewed the level of funding required to deliver its level of service targets in Roading having under-invested in this area over recent years. To manage the resulting funding spike, and in recognition of the long-term nature of the asset investments, Council proposes to spread the cost of these sizeable investments over 20-40 years using a mixture of internal and external loan funding.

Council recognises that long-term debt funding drives long-term cost into the core expenses of the organisation. Whilst reviewing funding options, Council believes that these funding streams are most appropriate for supporting this level of investment given the options currently available. Council will continue to lobby for additional sources of funding to be made available via legislation or central government that will alleviate the rates burden on the district.

Rates limits

Council plans to apply rates limits over the LTP period to provide the district with some certainty on the upper level of rates take. Council proposes that its rates increases be limited to not more than 8% for the duration of the LTP period. This is recognition of the uncertain nature of the costs and funding streams that will be associated with the key infrastructure projects detailed in the infrastructure strategy. This represents a change from the previous rates limit of LGCI (Local Government Cost Index) + 2.50%.

Rates & debt

Council further plans to use debt to smooth the impact of rating increases over the period of the LTP 2018-28; the majority of the internal debt raised to support a smoothed rates profile is paid up within the LTP 2018-28 period. However, in certain cases, such as the rural water schemes, the full recovery of this debt will take up to 15 years.

The timing of the work we have planned in our LTP, if allowed to flow directly into our financial projections, results in sharp rate increases and decreases over the Plan period, especially in the early years of the plan.

Council recognises that ratepayers benefit from having less volatile rates requirements, as it better supports financial planning. We have therefore used internal debt to smooth the rate requirement over the course of the plan period, running certain activities at losses for a period of time before recovering this debt, via rates, over an extended period.

Whenever Council uses debt to smooth the rate requirement, there is an interest charge associated with the use of the debt. Council's assumptions determine the rate of interest applied to this debt; for the long-term plan period 2018-28 the rate is set at 5%. This is the 'cost of smoothing'.

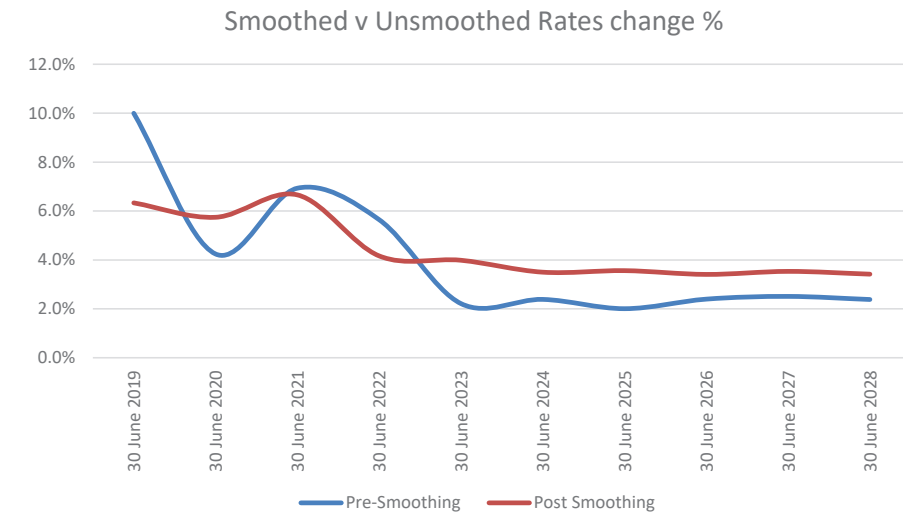
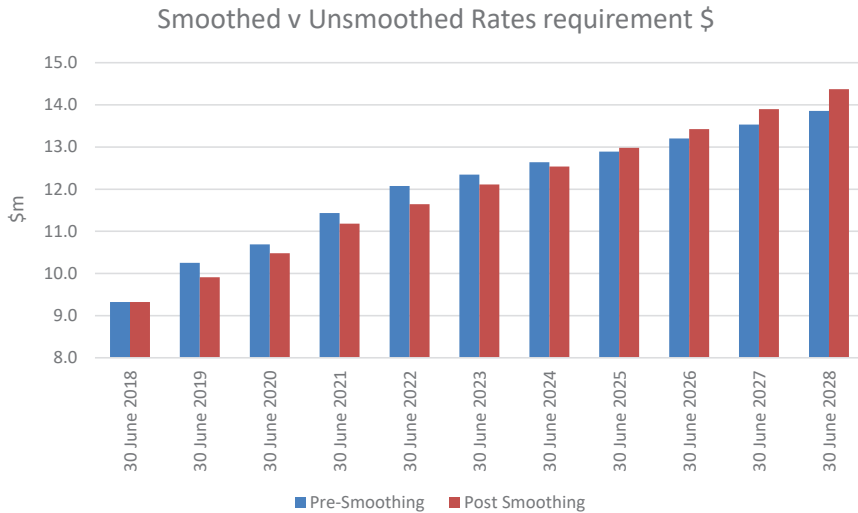
The tables below provide a detailed breakdown of the impact of Council's rates smoothing approach, by activity, indicating how the rates change both in percentage and dollar terms.

Rate		Annual Rate change (%) from prior year									
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Roading	Pre-Smoothing % increase year-on-year	11.7%	2.3%	5.8%	10.6%	2.7%	2.0%	1.9%	3.0%	1.5%	3.2%
	Post Smoothing % increase year-on-year	9.0%	8.0%	7.0%	4.5%	4.5%	3.0%	3.0%	2.5%	2.5%	2.5%
	Impact of smoothing : (reduction)/catch-up	(2.7%)	5.7%	1.2%	(6.1%)	1.8%	1.0%	1.1%	(0.5%)	1.0%	(0.7%)
Water Supply - Cannington/Motukaika	Pre-Smoothing % increase year-on-year	26.7%	45.8%	2.4%	0.9%	1.7%	2.5%	0.5%	0.1%	2.7%	0.2%
	Post Smoothing % increase year-on-year	10.0%	10.0%	10.0%	10.1%	10.1%	10.1%	10.1%	10.1%	10.2%	10.2%
	Impact of smoothing : (reduction)/catch-up	(16.7%)	(35.8%)	7.7%	9.2%	8.4%	7.7%	9.6%	10.0%	7.4%	10.0%
Water Supply - Hook/Waituna	Pre-Smoothing % increase year-on-year	28.7%	12.2%	3.3%	0.9%	0.7%	2.7%	0.7%	1.4%	3.1%	0.7%
	Post Smoothing % increase year-on-year	10.0%	10.0%	10.0%	5.1%	5.1%	5.1%	5.2%	5.2%	5.2%	5.2%
	Impact of smoothing : (reduction)/catch-up	(18.7%)	(2.2%)	6.8%	4.2%	4.4%	2.4%	4.5%	3.8%	2.1%	4.6%
Water Supply - Lower Waihao	Pre-Smoothing % increase year-on-year	0.6%	17.3%	29.9%	15.7%	1.7%	2.7%	(0.1%)	0.3%	3.6%	(0.3%)
	Post Smoothing % increase year-on-year	8.0%	8.0%	8.0%	5.1%	5.1%	5.1%	5.2%	4.2%	4.2%	4.3%
	Impact of smoothing : (reduction)/catch-up	7.4%	(9.3%)	(21.9%)	(10.7%)	3.4%	2.5%	5.3%	3.9%	0.6%	4.6%
Water Supply - Otaio/Makikihi	Pre-Smoothing % increase year-on-year	23.2%	5.3%	3.0%	2.6%	4.3%	1.6%	0.1%	2.2%	2.8%	1.0%
	Post Smoothing % increase year-on-year	8.0%	8.0%	8.0%	5.1%	5.1%	5.1%	5.2%	4.2%	4.2%	4.3%
	Impact of smoothing : (reduction)/catch-up	(15.2%)	2.7%	5.1%	2.5%	0.8%	3.5%	5.1%	2.0%	1.4%	3.2%
Water Supply - Waihaorunga	Pre-Smoothing % increase year-on-year	24.5%	16.8%	34.5%	15.5%	0.6%	2.6%	(0.1%)	0.2%	2.3%	0.0%
	Post Smoothing % increase year-on-year	15.0%	15.0%	12.6%	10.1%	10.1%	10.1%	10.1%	10.1%	10.2%	10.1%
	Impact of smoothing : (reduction)/catch-up	(9.5%)	(1.8%)	(21.9%)	(5.4%)	9.5%	7.5%	10.2%	10.0%	7.9%	10.1%
Water Supply - Waikakahi	Pre-Smoothing % increase year-on-year	5.6%	19.9%	36.0%	15.9%	0.2%	2.3%	0.0%	0.3%	2.6%	0.1%
	Post Smoothing % increase year-on-year	10.0%	10.0%	10.1%	9.6%	9.6%	9.6%	9.6%	9.6%	9.2%	9.2%
	Impact of smoothing : (reduction)/catch-up	4.4%	(9.9%)	(26.0%)	(6.3%)	9.4%	7.3%	9.6%	9.4%	6.6%	9.1%
Water Supply - Waimate Urban	Pre-Smoothing % increase year-on-year	11.0%	7.9%	8.4%	1.4%	1.7%	4.9%	1.3%	2.9%	3.9%	1.7%
	Post Smoothing % increase year-on-year	7.0%	7.0%	6.0%	5.1%	5.1%	5.1%	4.0%	4.0%	4.0%	4.0%
	Impact of smoothing : (reduction)/catch-up	(4.0%)	(0.9%)	(2.3%)	3.7%	3.4%	0.2%	2.7%	1.1%	0.1%	2.3%
Sewer Maintenance	Pre-Smoothing % increase year-on-year	13.7%	8.8%	4.5%	0.6%	1.2%	4.5%	1.5%	2.1%	4.7%	1.3%
	Post Smoothing % increase year-on-year	6.0%	6.0%	6.0%	5.1%	5.1%	5.1%	5.1%	4.1%	4.2%	4.2%
	Impact of smoothing : (reduction)/catch-up	(7.7%)	(2.8%)	1.5%	4.4%	3.8%	0.5%	3.6%	2.1%	(0.6%)	2.9%
Urban Refuse Collection	Pre-Smoothing % increase year-on-year	11.3%	1.2%	1.8%	1.7%	1.9%	2.1%	1.7%	1.8%	2.2%	2.0%
	Post Smoothing % increase year-on-year	4.0%	4.0%	4.0%	3.1%	3.2%	2.7%	2.7%	2.7%	2.3%	2.4%
	Impact of smoothing : (reduction)/catch-up	(7.3%)	2.8%	2.2%	1.4%	1.3%	0.6%	0.9%	0.9%	0.1%	0.3%
Victoria Park - Gardens	Pre-Smoothing % increase year-on-year	25.0%	4.8%	1.0%	7.0%	2.6%	(0.0%)	4.8%	1.4%	(2.0%)	4.8%
	Post Smoothing % increase year-on-year	12.0%	15.0%	7.7%	3.9%	3.1%	2.3%	0.5%	0.5%	0.5%	0.5%
	Impact of smoothing : (reduction)/catch-up	(13.0%)	10.2%	6.7%	(3.1%)	0.5%	2.3%	(4.3%)	(0.9%)	2.5%	(4.3%)
Public Toilets	Pre-Smoothing % increase year-on-year	80.1%	1.2%	1.3%	2.2%	1.3%	1.5%	2.5%	1.3%	1.3%	2.3%
	Post Smoothing % increase year-on-year	25.0%	25.0%	25.0%	2.1%	2.1%	2.1%	2.1%	2.2%	2.2%	2.2%
	Impact of smoothing : (reduction)/catch-up	(55.1%)	23.8%	23.7%	(0.1%)	0.8%	0.6%	(0.3%)	0.8%	0.9%	(0.1%)

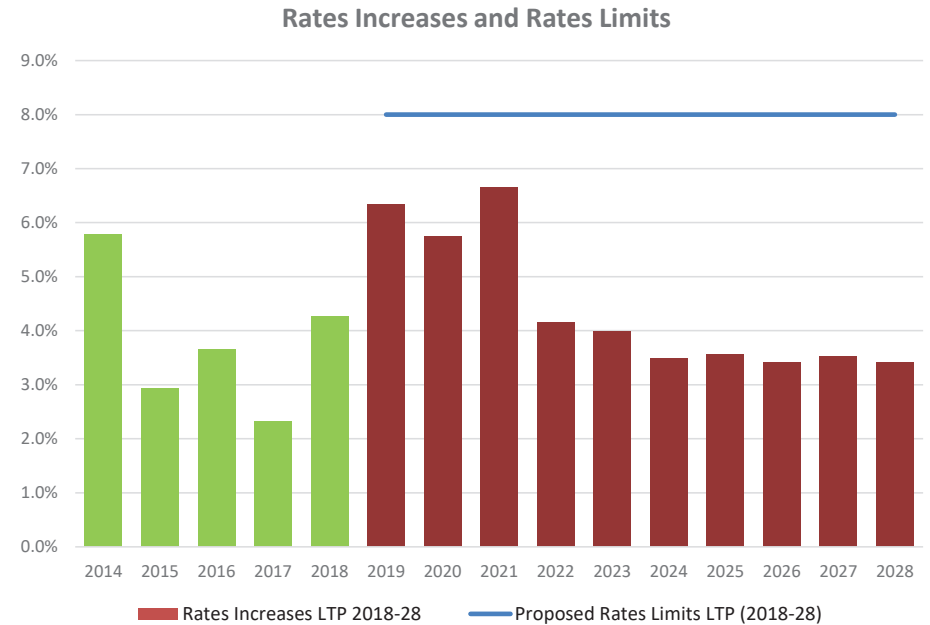
Rate	Annual Rate change (\$) from prior year										Cost of smoothing over 10 years	\$ still to recover	Number of years additional smoothing post year 10	
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28				
Roading	Pre-Smoothing increase year-on-year	273,522	59,516	153,646	299,833	84,310	62,546	62,959	100,923	49,898	110,391	34,581	nil	
	Post Smoothing increase year-on-year	210,058	203,523	192,329	132,295	138,248	96,313	99,202	85,149	87,277	89,459			
	Impact of smoothing : (reduction)/catch-up	(63,464)	144,007	38,683	(167,538)	53,938	33,767	36,243	(15,774)	37,379	(20,932)			
Water Supply - Cannington/Motukaika	Pre-Smoothing increase year-on-year	16,738	36,303	2,724	1,069	1,980	2,976	626	182	3,436	212	55,373	139,939	4.0
	Post Smoothing increase year-on-year	6,259	6,885	7,609	8,390	9,263	10,216	11,280	12,426	13,705	15,086			
	Impact of smoothing : (reduction)/catch-up	(10,479)	(29,418)	4,885	7,321	7,283	7,240	10,655	12,244	10,269	14,874			
Water Supply - Hook/Waituna	Pre-Smoothing increase year-on-year	72,578	39,542	11,968	3,280	2,508	10,459	2,828	5,686	12,486	2,723	75,802	114,436	2.1
	Post Smoothing increase year-on-year	25,262	27,788	30,671	17,073	18,045	19,056	20,225	21,350	22,620	23,804			
	Impact of smoothing : (reduction)/catch-up	(47,316)	(11,754)	18,703	13,793	15,537	8,597	17,397	15,664	10,134	21,081			
Water Supply - Lower Waihao	Pre-Smoothing increase year-on-year	1,230	35,677	72,356	49,439	6,284	9,840	-471	1,223	13,771	-1,180	45,307	82,908	1.2
	Post Smoothing increase year-on-year	20,477	22,525	24,860	22,023	23,811	25,761	27,945	30,235	32,837	35,390			
	Impact of smoothing : (reduction)/catch-up	19,247	(13,152)	(47,496)	(27,416)	17,527	15,921	28,416	29,012	19,066	36,570			
Water Supply - Otaio/Makikihi	Pre-Smoothing increase year-on-year	48,077	13,647	7,955	7,157	12,173	4,792	283	6,532	8,647	3,264	34,963	11,126	0.3
	Post Smoothing increase year-on-year	16,580	17,906	19,438	13,249	14,034	14,795	15,693	13,447	14,090	14,781			
	Impact of smoothing : (reduction)/catch-up	(31,497)	4,259	11,483	6,092	1,861	10,003	15,410	6,915	5,443	11,517			
Water Supply - Waihaorunga	Pre-Smoothing increase year-on-year	21,218	18,080	43,456	26,217	1,151	5,180	-114	396	4,646	65	62,293	181,870	5.1
	Post Smoothing increase year-on-year	13,001	14,952	14,396	13,013	14,344	15,820	17,463	19,245	21,225	23,356			
	Impact of smoothing : (reduction)/catch-up	(8,218)	(3,128)	(29,060)	(13,204)	13,193	10,640	17,577	18,849	16,579	23,291			
Water Supply - Waikakahi	Pre-Smoothing increase year-on-year	14,986	56,272	122,242	73,156	1,308	12,267	5	1,531	14,151	541	139,678	433,717	5.2
	Post Smoothing increase year-on-year	26,796	29,476	32,605	34,203	37,521	41,202	45,295	49,698	51,772	56,468			
	Impact of smoothing : (reduction)/catch-up	11,810	(26,796)	(89,637)	(38,953)	36,213	28,935	45,290	48,167	37,621	55,927			
Water Supply - Waimate Urban	Pre-Smoothing increase year-on-year	74,179	59,220	67,314	11,881	15,015	44,256	11,837	27,395	38,307	17,815	53,605	20,609	0.3
	Post Smoothing increase year-on-year	47,009	50,299	46,285	41,181	43,441	45,825	37,824	39,337	40,910	42,547			
	Impact of smoothing : (reduction)/catch-up	(27,170)	(8,921)	(21,029)	29,300	28,426	1,569	25,987	11,942	2,603	24,732			
Sewer Maintenance	Pre-Smoothing increase year-on-year	68,067	49,752	27,863	3,974	7,926	29,583	10,197	14,247	33,547	9,761	66,972	66,033	1.2
	Post Smoothing increase year-on-year	29,724	31,508	33,460	29,830	31,424	33,089	35,050	29,758	31,289	32,611			
	Impact of smoothing : (reduction)/catch-up	(38,342)	(18,244)	5,597	25,856	23,498	3,506	24,853	15,511	(2,258)	22,850			
Urban Refuse Collection	Pre-Smoothing increase year-on-year	81,167	9,550	14,598	14,126	15,686	17,623	15,204	16,238	19,881	18,749	40,972	20,224	0.7
	Post Smoothing increase year-on-year	28,713	29,862	31,056	24,975	26,338	22,826	23,468	24,654	21,393	22,361			
	Impact of smoothing : (reduction)/catch-up	(52,454)	20,312	16,458	10,849	10,652	5,203	8,264	8,416	1,512	3,611			
Victoria Park - Gardens	Pre-Smoothing increase year-on-year	78,137	18,813	4,294	28,884	11,576	-63	21,780	6,598	-9,775	22,444	8,261	nil	
	Post Smoothing increase year-on-year	37,446	52,424	31,149	16,790	13,874	10,740	2,372	2,384	2,396	2,408			
	Impact of smoothing : (reduction)/catch-up	(40,692)	33,611	26,855	(12,094)	2,298	10,802	(19,408)	(4,214)	12,172	(20,035)			
Public Toilets	Pre-Smoothing increase year-on-year	87,522	2,403	2,516	4,446	2,652	3,113	5,242	2,894	2,786	5,027	25,856	nil	
	Post Smoothing increase year-on-year	27,333	34,166	42,708	4,444	4,534	4,688	4,883	5,039	5,240	5,344			
	Impact of smoothing : (reduction)/catch-up	(60,189)	31,763	40,192	(2)	1,883	1,575	(360)	2,145	2,454	317			
Overall smoothing impact	(247,882)	57,165	(91,413)	(153,900)	208,129	125,381	230,091	150,946	138,347	193,521	628,569	1,091,471		

Table - Dollar rates increases year-on-year for activities subject to rates smoothing, pre and post smoothing comparison

The diagrams below illustrates the impact of rates smoothing on the current plan:



The following graph compares actual rates increases for the last 5 years with the projected increases for the next 10 years and shows the limit for that 10-year period:



Like all households and businesses the costs of providing council services is increasing. Delivery of key core services have been devolved from central government into the local government sphere.

One of the main financial issue faced by Council is providing services in a cost effective way that the ratepayers and community can afford, while still meeting its legal obligations and being fair to current and future ratepayers. These obligations, as highlighted in the infrastructure strategy, are becoming more stringent particularly in the Water space. In this LTP, Council is seeking to assure all stakeholders that it can meet these obligations in the long-term by entering into an increased capital work programme in the near-term. This results in a funding requirement which Council deems fair to spread over a period longer than the 10 year time horizon of this plan, essentially debt funding the asset purchase and paying back the debt over the life of the relevant assets.

Council has considered the most appropriate way to fund council services in arriving at its current Revenue and Financing Policy. While level of rates clearly has a direct relation to levels of service delivered, Council recognises that not all costs of service are met by rates. Where appropriate Council continues to ensure, via Fees & Charges, that users of certain services pay directly for these activities.

Council is committed to providing certainty and equity to ratepayers over their rates bills. Council is aware that there is significant income variation within the District and also that levels within the district are generally lower than the NZ average.

Council recognises that there are mechanisms available to low income ratepayers in the district to obtain relief on the rates levied by Council, such as the annual Rates Rebate assessment. Council believes it is important to actively promote such options to rate payers

The following graphs illustrate how that income levels in the district lag the national average. Council does not expect the district's income profiles to vary significantly for this plan period.

Spread of individual incomes - Census 2013



Aggregated individual incomes - Census 2013



Council continues to focus on affordability issues in developing the Long Term Plan. In particular, it has sought to:

- Use targeted rates where the direct beneficiaries can be clearly identified.
- Closely scrutinise and reprioritise both its operating and capital expenditure programmes in light of their potential impacts on rates where it is prudent to do so.
- Not fully fund depreciation where it is considered prudent to do so.

- Use borrowing to match the costs of providing the service with the benefits that ratepayers will receive i.e. benefits may occur over a large number of years and borrowing across a similar timeframe matches the benefit to the cost of borrowing.
- Minimise finance charges by repayment of any borrowings as and when available funds permit us to do so.

Council will continue to maintain a focus on rates affordability and look to use these other sources of funding wherever possible.

Rates Limits

Council proposes the following limits:

Total rates to be no greater than 0.3% of total capital value of the District. Using 2017-18 Capital Value as a reference point, the total rates limit is shown in the table below:

District Capital Value 2017-18 (\$)	0.30% limit (\$)
4,768,662,050	14,305,986

For the purposes of District wide Capital Value revaluations that occurs every third year Council has used an increase of 8-10%, dependent on the nature of the asset, to approximate that revaluation.

The total rates increase is to be no greater than 8% in any year of the LTP 2018-28.

Unfunded items

Council plans to cover the costs of most activities either by rating directly, charging users at the point of delivery or drawing on investment returns. Council has resolved not to fund certain costs for a variety of reasons. These are:

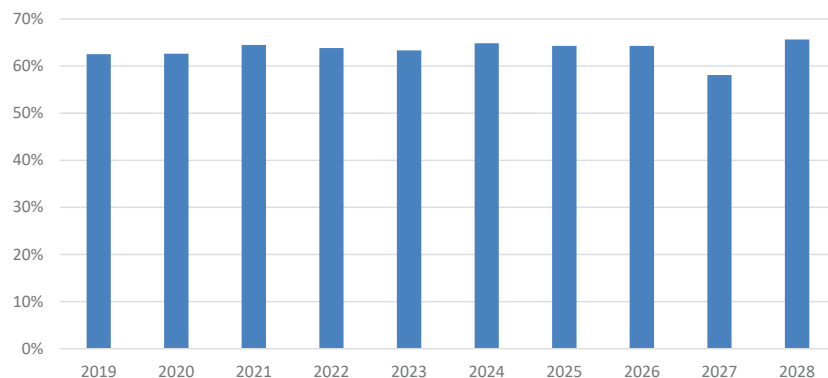
- 1. Depreciation of Roothing Infrastructure**
 Council develops a plan that covers the ongoing maintenance and investment in the roading infrastructure in our district and rates the district accordingly. This plan includes a co-funding element from NZTA. Council considers this the most reasonable way of maintaining (or when applicable improving) the level of service in the roading activity. As a result Council will not fund that portion of roading infrastructure (including bridges) beyond the level of capital expenditure required.
- 2. Depreciation of the Waimate Event Centre**
 Council completed the build of the Waimate Event Centre in December 2016. Council's contribution to the event centre was paid for via debt that is being paid back over the life of the asset. Council does not consider it reasonable to fund depreciation on the Event Centre asset, assuming instead that should replacement facility be required in the future, a similar model of "loan fund and fundraise" to build will apply.
- 3. Depreciation of Rural Halls, Aerodrome Club Rooms and various Park assets**
 Council does not plan to rebuild these assets at any time in the future and therefore chooses not to fund the depreciation of these assets. The current Park assets subject to this treatment are – Aviary, Scout Hall, Soundshell, Netball/Tennis at Victoria Park, Victoria Park Iron pavilion and shed and John Street Tennis Courts.

Other sources of revenue

While Council is concerned to manage the total value of rates required to deliver the Plan, it is also focused on the proportion of overall revenue made up of rates. Council has in recent years shifted its rates strategy to more appropriately target the recipient of the benefit where possible. In addition, where user pays is a more appropriate source of funding, Council aims to draw revenue directly at the point of service delivery.

The graph below illustrates the proposed proportion of rates to overall revenue. In recent years the percentage proportion has been 56% (2015-16) and 52% (2016-17), the latter ratio being driven down by the recognition of the Waimate Event Centre. Council plans to increase the ratio over the plan period to 62% initially with a maximum of 66% over next 10 years.

Rates compared to Total Revenue



The increased rates proportion is reflective of the limited sources of funding available to Council when raising the revenue required to deliver our proposed infrastructure programme. Council commits to leveraging where possible its other revenue streams to alleviate the rates burden, amongst which are NZTA, dividends on shares, user fees and charges and some forestry returns. Council notes that the increased investment in Water Supply and Roading infrastructure will increase targeted rating requirement as outlined in its Revenue & Financing policy.

Council will review its user fees and charges regularly to ensure these are set at an affordable but reasonable level. Council aims to ensure rates revenue as a percentage of total revenue is capped at 68%. This approach is to ensure that rates are not the default answer for funding increasing expenditure.

It is Council's view that it can deliver the levels of services proposed in the LTP and manage any increases to service levels within these limits and this is supported by its financial projections, so long as the cost of its activities remain in line with the projections set out in the Local Government Cost Index.

4. Planning for Improved Services

Every year the community request more services. Council receives many requests and it must prioritise these and chooses only those that sustainably support our community outcomes. In addition, the government and other regulatory bodies impose requirements to provide increased or

improved services and often it is a statutory obligation that we must meet, for example, the requirements of the drinking water standards as illustrated in the current Havelock North report.

These projects often result in a change in the level of service provided to the community and may increase operating and capital expenditure. As stated elsewhere, Council proposes leverage its balance sheet to drawdown funds to support these long-term asset investments. The following are the major planned level of service improvements:

Water Supply (2018-2022)

Core to Councils Water Supply strategy is to upgrade the Lower Waihao and Hook-Waituna water schemes to achieve DWSNZ compliance. In addition, scheme upgrades for Cannington, Waikakahi, and Otiao/Makikihi are proposed during the plan period. Upgrades are programmed for the Waimate Urban Water scheme, supporting Water compliance for example. These represent level of service increases that drives a significant funding requirement of \$7.42m into the 2018-28 LTP period.

It is Council's view that recent water quality inquiries elsewhere in New Zealand, primarily the Havelock North report, will result in water suppliers being required to significantly and rapidly improve the quality of water supplied to end-users. It is the anticipation of these requirements that create this step-change in funding requirement.

Roading (2018 to 2028)

WDC has identified that greater investment in the network is required to keep the level of service delivered to the customers at a satisfactory level. The network is generally 'lightweight with minimal pavement depth and some narrow carriageways. While this has been adequate for many years the increases in demand to the network with the vulnerable ground conditions gives rise to the need for change.

Roading operating expenditure is planned to step-up by \$365,000 to \$5.82m in 2018/19, rising to a maximum of \$8.38m in 2027/28 (averaging 4.57% increase per year from 2017/18). This maintains the standard of existing roading in the district.

Extended Library (2021/22)

Council recognises the scope of the infrastructure improvement projects that have arisen in this LTP. To this end, and recognising that the districts requirements for the library service have evolved since this project was first conceived, Council has chosen to reconsider the aims of this project as part of design scoping in 2020/21 with the intention to build in 2021/22.

Bridges (2020, 2023, 2026, 2028)

Bridge replacements are programmed into the LTP in four of the ten years. Council plans to receive NZTA co-funding to support these builds.

Further information

Further information on these projects can be found in the Council's Asset Management Plans for its activities.

5. Planning to Maintain Existing Services

Assets wear out over time and need replacing. Each year we need to ensure that enough work is done to maintain these assets and eventually we will need to spend significant amounts to rebuild or replace them. If the assets are not maintained to the same level each year this may result in a decline in the level of service.

It is council policy to fund future renewals using depreciation as an annual estimate of the rates revenue required to create a reserve over time. This is particularly important for where assets have a long life and replacement is costly. If renewals are not funded over time this may create an increased burden on future generations to fund services of the current generation. Council has made some exceptions to this policy, as disclosed in the Balanced Budget Statement also contained in this Long Term Plan.

Council plans to continue its efforts to improve the knowledge and understanding it has in regard to the condition and life expectancy of major infrastructural assets, in particular in roading and the three waters (drinking water, wastewater and storm water). At present Council continues to rely partly on failure events and the assigned look up life of assets to inform its expenditure on assets. By improving its understanding and knowledge Council can make more informed decisions which are based on targeted and specific information. This will assist Council maximise the life of components within its infrastructural assets.

Waimate Urban Water Renewals

The water asset management plan has identified that the aging of Waimate's Urban Water reticulation system is of great concern, reflecting that a significant percentage of aged and poor condition water mains (cast iron in urban reticulation, asbestos cement in urban and rural reticulation) will need replacement in the next 20 years. The estimated total cost of replacement is \$3.727m million over the LTP period.

Rural Water Supply Renewals

Rural water schemes renewals are programmed in this plan period. Council will work with the water committees and to agree a ten year renewal plan. The renewals component is proposed to be in the region of \$1.185m in the next 10 years. These renewals can be funded from the asset renewal reserve funds, which are replenished by the funding of the annual depreciation expense.

Sewerage

The ageing nature of the network, especially the original pipework in the Waimate urban area, means there is a requirement to continue to programme in renewals of the assets that are approaching end of life. Over a 10 year period, \$3.622m is set aside for this renewal programme.

Roading Network

The 10 years' operating expenditure is approximately \$67.7 million and capital expenditure (which includes renewals and new and improved infrastructure) is approximately \$36.4 million. This is supported by NZTA co-funding. At \$104.1 million for the 10 years it is Council's single biggest budgeted item.

In this Long Term Plan Council will continue to only fund the annual renewal programme and to not set aside any funds for future renewals. As illustrated in the Roading asset management plan, an increase in the operating programme combined with the strategic capex investments, will be ensure service levels are met for the foreseeable future. Loan funding will be required to support certain projects, Holme Station Corner Bridge and Crouches bridge for example.

This Long Term Plan assumes that agricultural & forestry intensification tend to increase the freight demand on the roads, with supplies carted to the farm and more product freighted from the farm. This will affect the transport network, especially where the change in loading and traffic numbers step up steeply.

Further information

Further information on these projects can be found in the Council's Asset Management Plans for its activities.

6. Borrowing/Debt

Council policy on the use of borrowing is outlined in its Revenue and Financing Policy and Liability Management Policy. Council believes it is prudent to maintain a strong financial position. This does not mean that Council will have no term borrowings, but that it will carefully manage its levels of borrowings.

Borrowing is not a source of revenue in itself; rather it is a 'bridging' mechanism to assist with the financing required for the construction of long-term assets. The debt still needs to be repaid from other sources of revenue (e.g. rates). The use of debt allows use of the asset now while paying the debt back over time. In this sense it is much the same as a home mortgage. If Council had to fund these capital projects directly from rates it would cause large fluctuations in rates invoices to ratepayers.

Council currently has a strong financial position, or in finance terms, a low debt to equity ratio, meaning Council has the capacity (within market prudential financial limits) to increase debt to provide funding in the event of unbudgeted disasters and emergencies, and unforeseen events. Council's liquidity ratio also ensures that there are funding sources and cash immediately available. Council has previously preserved this capacity in order that borrowings can be undertaken in exceptional circumstances as part of a long term strategy to be financially sustainable, and to be able to fund a response to emergencies and disasters.

Council believes that financing some of its long-term assets through debt funding it strikes an equitable balance of funding the assets from both the current and future beneficiaries of those assets. This is achieved as the borrowings used to fund the assets are repaid by future ratepayers. Spreading the funding of the asset across current and future generations of ratepayers is known as the intergenerational equity principle. Intergenerational equity refers to a fair balance in the relative contributions of current and future generations to the cost of funding local government expenditure. As such, borrowing seeks to match the cost of the council's infrastructure to those who consume it over time.

Council further believes that, where a spike in expenditure is planned to occur as is the case in LTP 2018-28, it is prudent to smooth the impact of the rate requirement over a reasonable period of time, so that residents are not exposed to extremely low or high rates demands year on year. This supports both Council and individuals ability to financially plan. Council proposes to smooth the rates impact using internal debt.

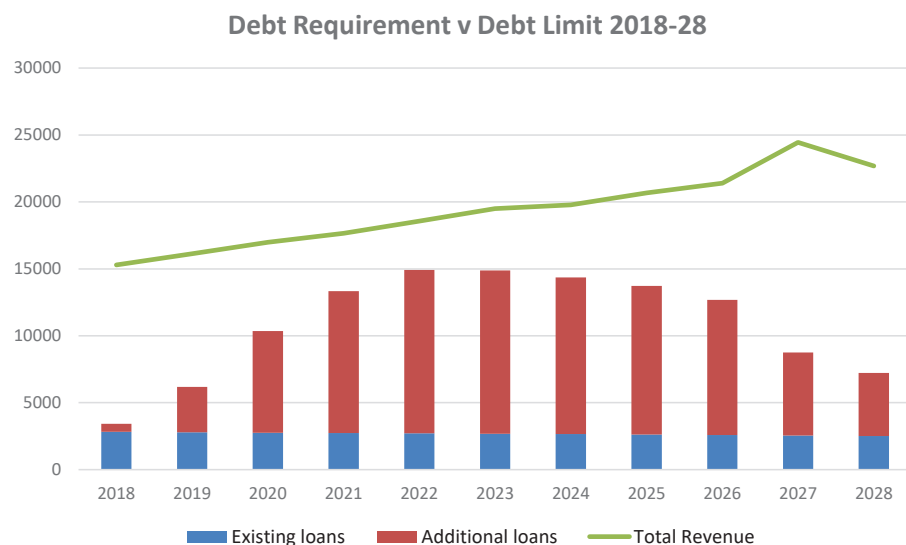
Council maintains many reserves, some of which are in surplus and others in deficit. These net off and are included in our cash position. Council only borrows externally to meet cash flow requirements, however Council does account for the deficits in the reserve accounts in its Internal Borrowing. Internal Borrowing means that one group of ratepayers are lending to another group of ratepayers. For this reason Council recognises that internal borrowing should be recognised as debt, as a call on those funds may occur unexpectedly.

This debt is mostly internal debt raised on new urban water, sewage, roading and recycling assets over the last 10 years and is being repaid from funding depreciation on those assets. Council recognises that it is unfair to ask a generation of ratepayers to pay for a new asset and to start paying for its replacement at the same time.

Debt Limit

In setting its debt limits Council considers the ability of current and future generations of ratepayers' ability to repay debt. As mentioned above it is important that Council retains a strong financial position to meet unforeseen emergencies or unexpected calls on its finances. Determining an appropriate level of debt could be measured against Council's total assets or against its total revenue. As much of Council's equity is not readily convertible to cash this measure is not always applicable in determining prudent borrowing levels. As external borrowings, and the accompanying interest, must be repaid from operating cash flows Council considers a more relevant measure to limit the level of borrowing is total revenue. Council considers that capping its limit on borrowing to be not more than 100% of total revenue is financially prudent.

Total debt limits would therefore be as set out in the graph below.



During 2018-28, additional funding capacity remains, but at a much reduced level. In the near-term the extent to which the District will be able to call on debt-funding approach to support emergency requirements will be reduced.

A detailed calculation of total debt can be found as a note within the financial statements. Council has included internal borrowing (except where specifically borrowed externally) as it considers that it is holding its reserves in trust for parts of the community and that in using those reserves for efficient cash management it should recognise that at any time it may need to externally borrow those funds should those reserves be required.

Debt period

Council recognises that holding debt incurs additional cost the rate-payer and therefore pays close attention to the period over which debt is held. Where applicable, Council's intent is to link the term of the debt to the life of the asset which the debt is funding. The life of an asset is determined by the depreciable life as set out in the "Useful Lives of Significant Assets and Depreciation" assumption. This means Council will borrow for up to 40 years, but some loan profiles may be shorter.

Where Council uses debt to smooth the impact of the rates (Rates smoothing), Council's intent is to pay the debt back as promptly as possible while delivering a smooth rate requirement. The practical application of this is illustrated on pg 6-8 of this Financial Strategy (see Rates & Debt).

Policy on security for borrowings

Council, as is usually the case with individuals or businesses, will be required to give security for its borrowing from external lenders. If the Council defaulted on its loan payments, the lender would have access to those securities. In business, there are different types of securities that can be used, such as the assets of business, in the case of an individual borrowing to purchase a house it is often the house itself.

Council proposes to secure its borrowing, and interest rate risk management instruments, against rates revenue if this lowers the cost of borrowing. In unusual circumstances, security may be offered by providing 'a charge' over one or more of the Council's assets.

Physical assets will be charged only where:

- there is a direct relationship between the debt and the purchase or construction of the asset which it funds;
- the Council considers a charge over physical assets to be appropriate.

The full policy on giving securities can be found in the Investment and Liability Management Policy.

7. Investments

Council has financial investments to create a return which can be used to pay for services and reduce rates. This section explains Council's objectives for holding and managing financial investments and equity securities and its targets for returns on those investments and equity securities.

Forestry

Council owns its 160.2 ha forestry investment largely to generate income for Council but also to provide some economic development benefit to the district. By the start of the LTP period, Council expects to have exited all joint venture forests. For the remaining Council owned forests proposes to continue to maintain the forest asset to maximise commercial returns, but where a viable return is possible consider the disposal of these assets via a tendered sale. Unless sales occur, Council will continue to replace forest stock as trees are felled.

Income from forests varies from year to year. Council has budgeted income from forests based on advice from its Forestry Consultant for the purpose of the LTP. Council's target return on investment from forestry is expected to be 5.2% per annum. Council maintains a forest reserve fund which with significant forestry harvest are expected to be in deficit by \$1.8 million. Council expects that when these forests are harvested toward the end of the LTP period, the return from the sale of trees should at least meet these costs. Council will at that time reassess whether to replant or dispose of the land depending on the economics at that time.

Council from time to time reviews its investment and may determine that ownership sits better outside of Council. Should this be the case Council will benefit from the release of capital either to reduce its debt position or contribute toward funding on as yet undetermined project(s).

Alpine Energy Ltd Shares

Council owns 7.54% of the shares in the company. Council primarily owns these shares for the commercial return received by way of dividend. Alpine Energy infrastructure supplies part of the district, so Council's investment also helps ensure a secure power supply necessary for the

development of the district. Council anticipates the company to continue with its current dividend rates and as such is budgeting on a dividend of not less than 24 cents per share.

Hunter Downs Irrigation Limited Shares

Council purchased 1,250 development shares in the company. Council primarily owns these shares to promote the development of the a water scheme that would deliver significant economic benefits for the Waimate district. Council anticipates it will confer no further benefit from holding these shares.

Property

Council owns and expects the Eric Batchelor Subdivision to be fully subscribed by the start of the LTP period. Council has no plan to develop further Council-controlled subdivisions in the plan period.

Council owns many other properties for operational or community purposes that are not considered investment properties as any financial return is incidental to the reasons for ownership.

Cash

Council holds cash for the purpose of operating and maintaining stable cash flows. These funds are invested in internal borrowing or deposits as provided by council's Investment Policy. Council's target return on cash is to achieve the average 90-day bill rate. The return on net cash investments is budgeted at 3.5%.

Other Investments

Council holds a small number of low value investments in equity and loans for which the reasons for holding are related to purchasing benefits or for economic or community development. Council does not have a target return on investment for these investments, as this is incidental to Council's reason for ownership.

8. Conclusion

Our financial strategy remains relatively conservative and low risk strategy although this LTP we are proposing making use of the debt headroom that Council has declined to drawdown on in previous years. This LTP is proposed to deliver a step-change in levels of service in our Infrastructure area, and our financial strategy is to fund this in a manner that leads to a fair distribution of cost over the life of the infrastructure being added, upgraded or replaced.

Changes within the district will occur but in Council's opinion, these are unlikely to have any significant impact on Council's planning, projects and continued service levels during the term of this plan. Instead, Council considers investment is required to meet the demands and obligations that either already exist in the district or will be imposed by Central Government or other external agencies.

Council has assessed that the service levels and costs of new demand, as identified in this plan, can be met within the financial limits set in the strategy. Council recognises that operating revenues are insufficient to meet operating expenses but for the reasons explained in the balanced budget statement, Council considers this to be acceptable and sustainable. Council therefore considers the LTP and this financial strategy to be prudent and adequate to meet the needs of current and future communities.

APPENDIX 1

Local Government Cost Index (LGCI)

LTP Year	Year Ending	CAPEX (%)	OPEX (%)	LGCI (%)	Rates Limits %
1	Jun-19	2.0	2.0	2.0	8.0
2	Jun-20	2.2	2.2	2.2	8.0
3	Jun-21	2.2	2.2	2.2	8.0
4	Jun-22	2.2	2.2	2.2	8.0
5	Jun-23	2.3	2.3	2.3	8.0
6	Jun-24	2.3	2.4	2.3	8.0
7	Jun-25	2.4	2.4	2.4	8.0
8	Jun-26	2.5	2.5	2.5	8.0
9	Jun-27	2.6	2.6	2.6	8.0
10	Jun-28	2.7	2.7	2.7	8.0

INFRASTRUCTURE STRATEGY

1.0 EXECUTIVE SUMMARY

Waimate District Council's Infrastructure Strategy forms part of the framework of strategy and planning documents that are used to guide Council's sustainable management of assets, while also allowing Council to achieve identified infrastructure objectives over the next 30 years. This is the second infrastructure strategy produced as a requirement of amendments to the Local Government Act 2002 in 2014. It provides greater discussion into the range of scenario and responses Council could make in providing services to the community in a sustainable way.

The Infrastructure Strategy has direct linkage to Council's Asset Management Plans, and is used to inform the 2018-2028 Long Term Plan.

The Infrastructure Strategy covers the Council's core infrastructure activities of Roading and Footpaths, Water, Sewerage and Stormwater. The core infrastructure is the most critical area of investment for the Council with infrastructure delivering essential services to residents and visitors.

Purpose: The purpose of the Infrastructure Strategy is to:

- Provide residents of the Waimate District with a clear view of the state of Council's core infrastructure, and priorities for investment over the next 30 years
- Provide robustness around long term budgets for the Core Infrastructure Assets activities
- Discuss significant issues for the Core Infrastructure Assets across a 30 year time frame, and provide a strategic direction that reflects the current legislative environment and the communities' priorities across the district

Core Infrastructure Assets: A summary of the Council's Core Infrastructure Assets that are considered in this Infrastructure Strategy are presented below:

Asset	Description	Optimised Replacement Values (2017 \$M) Value	% of Total
Roads and footpaths	Roads (arterial, collectors, local; curbs and gutters), bridges, footpaths	\$456	88%
Water	Water extraction, treatment and distribution	\$38	7%
Sewerage	Sewerage collection, treatment and discharge	\$23	4%
Stormwater	Stormwater collection and discharge	\$4	1%
TOTAL		\$521	

Council's Priorities: At a high level, Council's priorities in respect to the Water Services and Roading and Footpaths

- Maintain the District's roads to a safe standard and fit-for-purpose.
- Using efficient and effective asset management practices to maximise roads and footpaths asset life to provide a resilient network.
- Provide a continuous supply of potable water to meet agreed demands.
- Maintain sewage disposal and treatment facilities to protect public health through ensuring good sanitary standards and freshwater management.
- Manage the impacts of land use change and growth.

There are several **key decisions** ahead for Council and the community.

Roading and Footpaths

Consider increased investment in Roading to provide a satisfactory level of service and provide for large and heavier vehicles. Historically the level of investment required to keep roads to a 'fit for purpose' level in Waimate District has been among the lowest in the country. However, as land use changes the demands on the network increase so does the amount of work to keep them to the required standard. A comprehensive planning and maintenance approach to ensure this delivery of this level of service will require more investment.

Water Supplies

The renewal programme is considerable and will extend well out into the future. Council will need to commit to this to maintain satisfactory levels of service and to provide increased levels of service required for compliance with the Drinking Water Standards for New Zealand 2005 (revised 2008).

Sewerage

Consider an inflow survey across all properties in Waimate to identify illegal connections. Property owners will be required to rectify faults.

The renewal programme is considerable and will extend well out into the future. Council will need to commit to this to maintain satisfactory levels of service.

Stormwater

The forward works programme is adequate. If a greater level of service is desired then a higher levels of investment will be required. Short term investment is currently targeting known locations where agreed levels of service cannot be achieved.

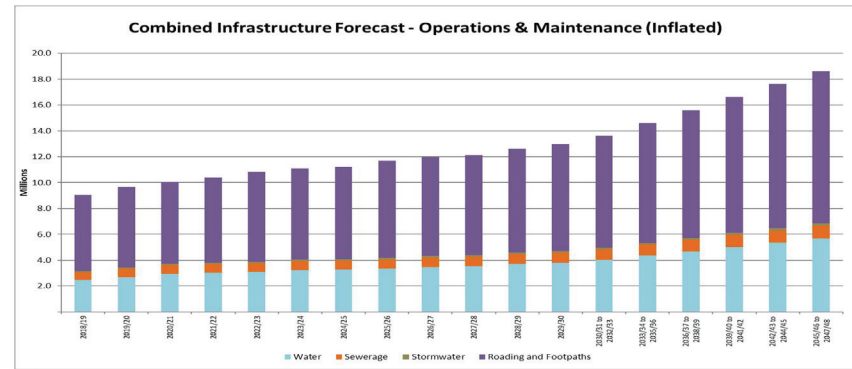
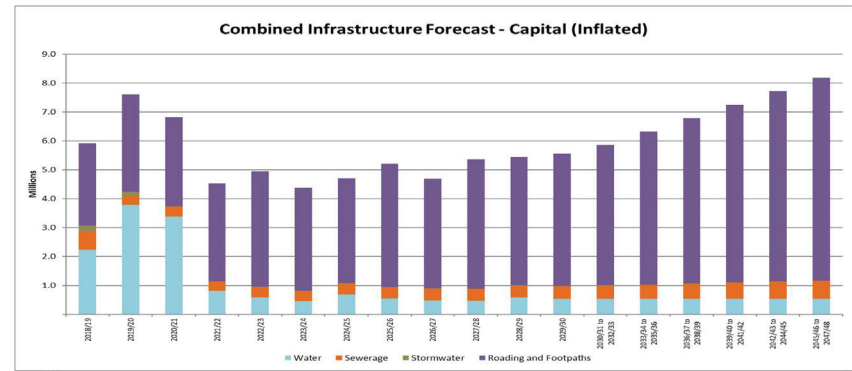
Council's Response

Aging assets, addressing changing transport demand and improving water supplies are all challenges for Waimate District Council. Over the next ten years investments to improve levels of service will be the priority, and renewal programmes will ramp up for water services.

Roading investment levels are reviewed every three years in lines with the government priorities for financial assistance.

The following chart illustrates the key issues and responses.

	Years 1-3	Years 4-10	Years 11-20	Years 21-30
Roading Footpaths and	Improved drainage Reseals Some Pavement Rehabilitation	Road strengthening to suit situation Reseals More Pavement Rehabilitation	Reseals Pavement Rehabilitation	Reseals Pavement Rehabilitation
Water Supplies	Treatment upgrades Pipe renewals	Pipe renewals	Pipe renewals	Pipe renewals
Sewerage	Investigate inflow and infiltration Pipe renewals	Reduce inflow and infiltration Pipe renewals	Pipe renewals	Pipe renewals
Stormwater	Urban network improvements Global consent	Urban network improvements		



Waimate District Council faces the challenge of aging pipe assets that are both due, or are overdue, for replacement and a roading network that is under pressure. This infrastructure is vital to the economy of the district and beyond, along with the wellbeing of the community.

The combined forecast for operations and maintenance as well as capital identified is considerable. Core infrastructure costs exceeding \$20 million per year is a challenge for a small community and smart planning is vital.

On the infrastructure side, a focus on criticality and prioritisation is key to investing where it will provide the greatest benefit. This will need to be communicated well as with a prioritised approach there could be differing views on what should be done and what should be delayed. Council are currently considering additional analysis of the reticulated networks through fault records which will also assist with prioritisation.

Alongside this infrastructure strategy, the financial strategy discussed the options for funding these infrastructural challenges. Council is focussed on continuing to support the district and its residents, and this means providing a fair balance of revenue methods, and providing fit for purpose services.

2.0 INTRODUCTION

This is Waimate District Council's second Infrastructure Strategy. It has been prepared from Council's 2018 suite of Activity Management Plans (AMPs) and the Long Term Plan (LTP) of which it forms part.

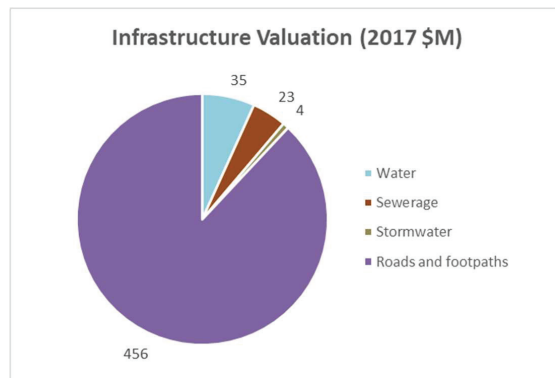
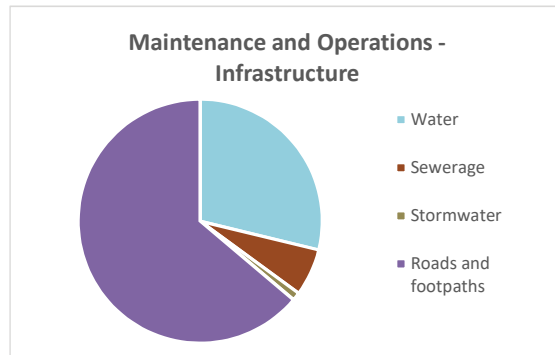
This Infrastructure strategy should be read in-conjunction with other relevant Council documents that include the LTP and the current AMPs.

The issues discussed reflect the current legislative environment and the communities' priorities across the district.

The financial forecasts are estimates and the reliability of the forecasts decreases beyond ten years and towards the thirty year planning horizon.

This Infrastructure Strategy covers the Waimate District Council's core infrastructure (Roads and Footpaths, Water, Sewerage and Stormwater). The core infrastructure is the most critical area of investment for the Council, representing around half of the annual expenditure and close to 90% of all the value of all Council's assets.

Figure 1-1: Infrastructure Annual Expenditure and Asset Valuation



2.1 Strategy Layout

The Strategy document sections and corresponding Local Government Act 2002 (LGA 2002) sections are tabled below:

Table 2.1: Strategy Layout

Strategy Section		LGA 2002 (Section 101B)
1	Executive Summary	
2	Identifies the purpose of the Infrastructure Strategy and the core infrastructure included in this strategy	2(a) and 6
3	Describe the district/city and illustrate the linkage between strategic documents	2(a)
4	Describe the core infrastructure, its condition and performance while recording the significant assumptions, risks and mitigation	2, 3(e), 4 (c) & (d)
5	Discuss the emerging issues that will impact on the core infrastructure assets	3 (b) to 3(e)
6	Discuss Council's response to the emerging issues and the significant decisions to be made during the term of this strategy	2(b), 4(b)
7	Identifies the response options for the significant issues and documents the benefits, cost, when and funding source	2(b); 3(a) to (e) & 4(a) to (c)
8	Identifies the costs associated with the actions proposed	4(a)

2.2 Purpose

2.2.1 Purpose of Infrastructure Strategy

The purpose of the Infrastructure Strategy is to:

- Provide residents of the Waimate District with a clear view of the state of Council's core infrastructure, priorities for investment over the next 30 years
- Provide robustness around long term budgets for the core Infrastructure Assets.
- Discuss significant issues for the Core Infrastructure Assets across a 30 year time frame, and provide a strategic direction that reflects the current legislative environment and the communities' priorities across the district.

Section 101B – Infrastructure Strategy states:

- (1) *A local authority must, as part of its long-term plan, prepare and adopt an infrastructure strategy for a period of at least 30 consecutive financial years.*

The stated purpose of the Infrastructure Strategy is to;

- Identify significant infrastructure issues for the local authority over the period covered by the strategy; and
- Identify the principal options for managing those issues and the implications of those options.

Section (6) defines infrastructure assets as including:

- a) *existing or proposed assets to be used to provide services by or on behalf of the local authority in relation to the following groups of activities:*
 - i. *water supply;*
 - ii. *sewerage and the treatment and disposal of sewage;*
 - iii. *stormwater drainage;*
 - iv. *flood protection and control works;*
 - v. *the provision of roads and footpaths; and*
- b) *any other assets that the local authority, in its discretion, wishes to include in the strategy.*

2.2.2 Infrastructure Drivers

Changing land Use

Expansion of reliable irrigation has underpinned changes to land use within the district. This is mainly in dairy, dairy support and high value crops. This in turn has and will continue to support local service industries and value added manufacturing. The expansion of reliable irrigation has and is expected to result in a stable population and ongoing demand of the Council's supporting infrastructure (Roading, Water, Sewerage and Stormwater).

Population Growth

Introduction

Population growth (or decline), age structure and distribution (spread), and the number and type of households and families in our district affects:

- Demand for local services
- The willingness and ability of ratepayers to pay for them
- Representation and participation in local democracy
- Interactions between human activity and the environment.

It is therefore an essential for asset management planning that sound information is used regarding population, demographic and geographic change.

This is discussed in section 5.1 along with other challenges.

2.2.3 Infrastructure Capacity

Capacity assessments by the Council in relation to the land use and population growth drivers indicate that:

- Hydraulic rearrangement and pressure management for the urban water supply both assists in extending the useful life of the network assets, and will provide additional capacity to cater for growth.
- The rural water supplies may be subject to changing demand profiles as a result of reliable irrigation in the future. It is envisaged that the priority will shift from predominantly stock water (potentially sourced from irrigation water) to domestic use as development occurs in the rural areas.
- The urban sewerage network and treatment plant have adequate capacity to cater for the increased population (additional 2,900 persons available) provided stormwater inflow and groundwater infiltration can be reduced.

2.3 Waimate District Core Infrastructure Assets

The core Waimate District Infrastructure Assets are tabled with 2017 replacement values below:

Table 2.2: Waimate District Infrastructure Assets

Asset	Description	Replacement Value (2017 \$M)	% of total
Water	Water extraction, treatment and distribution	38	7%
Sewerage	Sewage collection, treatment and discharge	23	4%
Stormwater	Stormwater collection and discharge	4	1%
Roads and footpaths	Roads (arterial, collectors, local; curbs and gutters), bridges, footpaths	456	88%
TOTAL		\$521M	

There are some very minor infrastructure assets associated with flood protection and control works including the Elephant Hill drainage channel. Council considers that there will be no increased demand for this service over the next thirty years.

2.3.1 Infrastructure Performance

General comments on the condition and performance of the district's infrastructure in terms of the services required at a network level is presented in Table 2.3.

Table 2-3: Core Infrastructure Condition and Performance

Asset	Condition	Performance
Roads and Footpaths	Condition records and current assessments are thorough, being detailed and collected over many years. The network is generally sound, but beginning to show signs of deterioration as demands increase.	Increasing traffic volumes and axle weights are expected to increasingly impact on the district's core road network, particularly where ground conditions are weak and drainage is poor.

Asset	Condition	Performance
Water	Council considers that the majority of the network (source, treatment and distribution) is in good condition but there are portions of the reticulation that are coming to their end the useful life.	Council considers that the networks operates effectively and efficiently. Some performance issues are noted due to undersized pipework which cannot meet fire flow requirements.
Sewerage	There are areas of the network (collection, treatment and disposal) that are showing signs that they are coming to their end of useful life. This is particularly evident with original pipework in Waimate town where there is infiltration occurring.	Council considers that the majority of the network operates effectively and efficiently but there are sections of the network that have a lower level of performance during heavy rain or unusually high groundwater conditions.
Stormwater	The network is relatively new and in good condition.	There is only limited stormwater piping, there is some surface flooding of streets in parts of Waimate town which are being progressively addressed.

2.2.4 Risks to Core Infrastructure Asset Performance

Roads and Footpaths: The assets are well understood and there is now better information on bridge structures. Risks have been considered at a South Canterbury level with neighbouring authorities to understand wider network resilience

Water, Sewerage and Stormwater: The main risks that would affect the performance of the Infrastructure Assets have been identified using a Risk Summary Table initially developed in 2011. This indicates that there are a small number of high or significant risks, but these have appropriate mitigation. Critical reticulation assets were identified in 2017 to ensure they are prioritised appropriately.

3.0 WAIMATE DISTRICT

3.1 District Overview

Situated around 180 kilometres south of Christchurch, Waimate District is in the central South Island. The district is bounded by the Pacific Ocean in the east, west of the shores of Lake Benmore and the Pareora and Waitaki Rivers at the north and south respectively. The district covers around 3,582 square kilometres and has a population of approximately 7,515 persons.

The district is characterised by a variety of farming and forestry activities. Crop and livestock farming are the main activities on the fertile plains and easy hills with more extensive grazing on less fertile or steeper country. Dairying has expanded significantly with dairying now occupying the majority of the areas served by irrigation schemes.

Waimate town is the largest population centre, with the balance located in smaller communities and the rural area. Waimate town is the only community served with comprehensive water and sewerage schemes.

A summary of the Infrastructure Assets owned and operated by Council within the Water, Sewerage, Stormwater and Roads and Footpaths activities is provided below:

Roads and Footpaths: The Council operates and maintains 642 kilometres of sealed roads, 697 kilometres of unsealed roads and 185 bridges. The total replacement cost of our Roads and Footpaths assets is \$456 million.

Water: Council operates and manages one on-demand water scheme (Waimate) and six rural water supplies. Water is obtained from a range of surface and groundwater sources through the means of river intakes, infiltration galleries and bores. Water treatment plants, storage reservoirs, tanks and pump stations are operated to distribute the water to approximately 6,000 consumers via 914 km of pipe. The Cattle Creek (essentially a very small and private scheme) and Hakataramea water supply (managed and operated by an incorporated society) are not considered in this Infrastructure Strategy.

The combination of assets was valued in 2017 at \$38M

Sewerage: Only Waimate town is served by a community sewerage scheme with a total of 1,730 connections. Sewage is collected through 67 km of gravity pipe and rising mains, including two pump stations, and conveyed to a Waste Water Treatment Plant (WWTP) and disposal system. Treated effluent is discharged on to land. The scheme value is \$23M.

Stormwater: In the Waimate District, there is presently only one significant piped stormwater system, serving Waimate town. There is 13.5 km of stormwater pipes, open drains and a number of sumps and soakholes. Stormwater is conveyed to disposal points (natural waterways, soakpits and streams). The limited nature of the system is reflected in the value of \$4M.

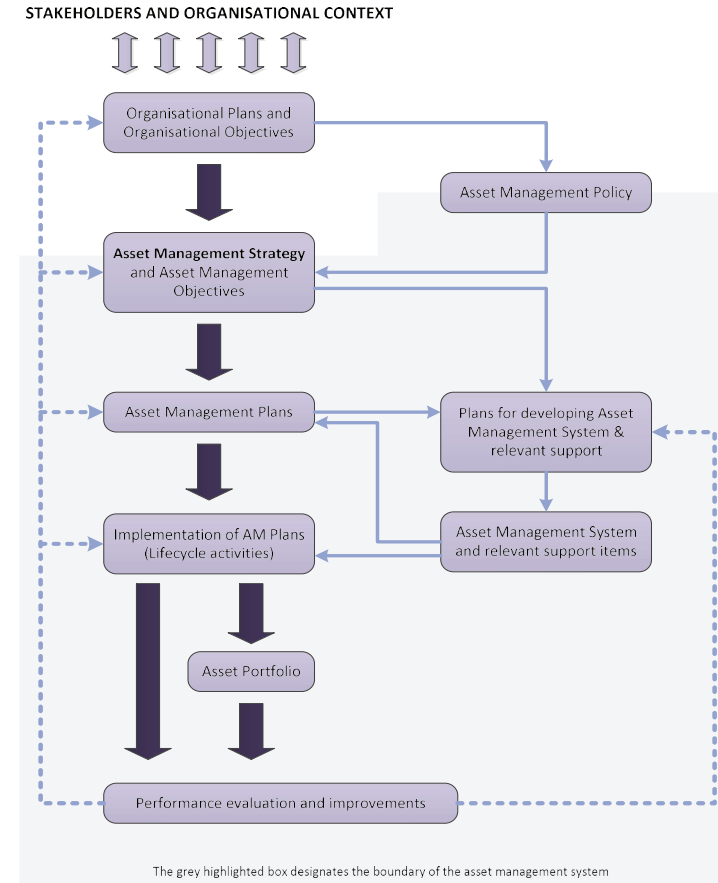
3.2 Linkage With Other Documents

The Infrastructure Strategy and the Financial Strategy are key strategic documents for the future of Waimate District. The infrastructure strategy outlines the issues that are expected to arise and how Council proposes to respond to them, while the financial strategy discusses the financial implications and the funding options. In concert, the two are refined to produce the community consultation document. The manner of consultation is defined by the Significance and Engagement policy. The Significance and Engagement policy also defines strategic assets that are discussed in the infrastructure Strategy.



The following diagram illustrates the planning regime from an ISO55000 perspective, showing the Asset Management 'system'

Figure 3.1: Infrastructure Strategy- Linkages with other Documents



3.3 Waimate District Council

The Waimate District Council consists of a Mayor, eight Councillors and 46.95 FTE staff (51.17 peak season). The Mayor and Councillor positions are subject to election every three years. The elected representatives are drawn from four wards. Waimate Urban, Lower Waihao, Hakataramea-Waihaorunga, and Pareora-Otaio-Makikihi.

Ultimate responsibility for all of the District Council's activities rests with the Council. The Council decides the range of services and activities to be provided, sets the policy for these services and activities, delegates the implementation of these to the staff and monitors their performance. While the Council has at times considerable freedom and opportunity to exercise its initiative in deciding its aim and policies, it must do this within the laws, regulations and requirements set down by central government. A local authority may only undertake those activities which are permitted by central government.

As well as providing services itself, the Council may contract for services to be provided and assist many other organisations through membership, technical services, advice and financial grants.

The District Council is headed by the Chief Executive, who is responsible to the elected Council for ensuring the effective, efficient and economic management of all the Council's activities.

To carry out its function the Council is divided into the following departments.

- Roothing
- Utilities
- Parks and Reserves
- Regulatory and Compliance
- Corporate Services
- Community & Strategy



4.0 CORE INFRASTRUCTURE

The core infrastructure included in this strategy is:

- Water Supply – urban and rural
- Sewerage (Waimate urban)
- Stormwater (Waimate urban)
- Roads and Footpaths.

Figure 4.1 – Map of Waimate District



4.1 Asset Description

4.1.1 Water Supply

There are seven water schemes owned and operated by Council.. This consist of one urban scheme, Waimate, and the remaining six are rural restricted schemes of Cannington Motukaika, Hook Waituna, Lower Waihao, Otaio Makikihi, Waihaorunga and Waikakahi.

A summary of the water scheme assets, owned by Council is given in the table below:

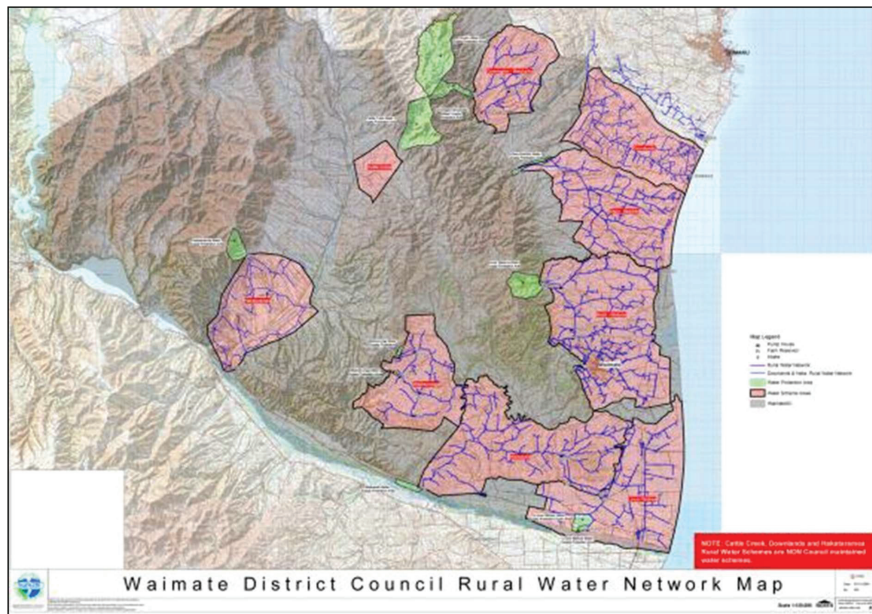
Scheme	Treatment Plants	Supply Bores	Pumping Stations	Storage Reservoirs	Dams	Water mains (kms)
Waimate Urban	2	2	0	1	0	63.7
Cannington Motukaika	1	0	1	-	1	56.7
Hook Waituna	1	0	4	-	1	251.4
Lower Waihao	1	2	3	1	0	124.5
Otaio Makikihi	1	0	1	1	0	154.7
Waihaorunga	2	0	4	1	0	67
Waikakahi	1	0	1	1	0	175.4
Total	9	4	14	5	2	893.7

4.1.2 Sewerage

The Council collects sewage from approximately 1,703 connected properties through the Waimate urban sewerage system. Customers include residential, community and industrial/commercial.

A summary of the Sewerage assets, owned by the Council is presented below.

Asset Description	Units	Quantity
Reticulation:		
Gravity pipes	m	34,368
Rising mains	m	4,785
Laterals (connections)	No.	1,703
Inspection Pits / Poo Pits	No.	18
Cleaning Eyes	No.	46
Valves	No.	27
Capped Ends	No.	32
Manholes	No.	307
Plant:		
Sewerage Treatment Plant	No.	1
Pump Stations	No.	2



4.1.3 Stormwater

Council owns and operates one significant stormwater system, the system servicing the Waimate Town with an estimated population of 3,000 people. Council owns and operates other systems in St Andrews, Makikihi and Morven townships, but these are considered very minor consisting of some kerb and channel.

A summary of the Stormwater assets, owned by Waimate District Council is shown below:

Asset Description	Units	Quantity
Sump	No	15
Pit	No	19
Manhole	No	54
Headwalls	No	7
Open drains	m	5,134
Pipes	m	8,410

4.1.4 Roads & Footpaths

The transport asset includes all Council owned road reserve, roads, streets, bridges, footpaths and related infrastructure (road drainage, signs and streetlights) within the District as shown below.

There is also 120km of state highways through the district, where Council has limited involvement

Asset Description	Units	Quantity
Roads Total	km	1,345
Urban Roads - Sealed	km	47.7
Urban - Unsealed	km	4.3
Rural - Sealed	km	592.7
Rural - Unsealed	km	691.4
Bridges	No	182
	m	3,362
Footpaths	km	59.7
Traffic Services		
Signs	No	3881
Posts	No	1,826
Street Lighting	No	464
Drainage		
Culverts	No	2,885
	m	32,937

Asset Description	Units	Quantity
Concrete Fords	No	77
	m	1565
Kerb and Channel & Dish Channel	km	47.9

4.1.5 Other Infrastructure

Council has considered the inclusion of other asset groups in this strategy, particularly parks and reserves, and solid waste. A large portion of the parks and reserve portfolio is operations focussed, and there are few assets involved in the solid waste activity. Both of these activities have sufficient planning with their respective activity management plans.

4.2 Assumptions and Risk

Council has developed and adopted a set of assumptions to assist with the strategic planning process. Where there is some uncertainty about the issues that affect planning and what response Council chooses and assumption with qualifications on likelihood and impact are made.

There are also many risks that are associated with long term delivery of services to the community through infrastructural assets. There is a high level of uncertainty about these risks and the impact that could be expected. These are also discussed under assumptions.



Assumptions

Table 2-5 summarises the significant assumptions that have been applied for the purpose of producing forecasts for the Roads and Footpaths, Water, Sewerage and Stormwater. An indication of the risk, impact and level of uncertainty associated with each assumption has been provided. Where the level of uncertainty associated with an assumption has been assessed as 'Medium' or 'High', Council's proposed action to reduce uncertainty and mitigate the level of risk has been presented.

Table 2-5: Significant Assumptions

Assumptions	Source of Information	Risk	Level of Risk	Impact of variation to assumption	Management of Risk	Activity
Population Change						
<p>Over the last fifteen years, our district has experienced modest population growth (0.5% p.a.), which is considered to be the result of increased activity in the dairying industry.</p> <p>A population projection study has been undertaken for the next ten years based on significant proposed projects such as the Hunter Downs Irrigation Scheme and expansions at both the Oceania and the Fonterra dairy factories. The results show that population will steadily increase and the pace will depend on the number of projects approved and when they occur.</p> <p>Council assume a 0.5% increase in population related metrics e.g. population, rateable properties</p>	<p>Statistics NZ / Internal population projections</p>	<p>That population growth increases/decreases significantly</p>	<p>Low</p>	<p>If population accelerates significantly above assumption, existing infrastructure may not be suitable cope with the extra demand.</p>	<p>Council will monitor population measures provided for the district and respond to significant variations to assumptions where possible.</p>	<p>All activity groups</p>

Assumptions	Source of Information	Risk	Level of Risk	Impact of variation to assumption	Management of Risk	Activity
Demographic Changes						
<p>Council is aware that for our district the proportion of residents aged 65 years or over (19.5% 2013) is significantly greater than the average for the whole of New Zealand and that this trend is likely to intensify in future years (29.6% 2043).</p> <p>Council is also aware that our residents' perceptions and expectations of the calibre of community facilities that should be provided increase over time.</p>	Statistics NZ	The demographic make-up of the Waimate District changes significantly	Low	Historic information from Statistics NZ show Waimate's population in the older age groups is increasing. It would take an extremely uncommon event to change the demographic make-up.	Council will monitor demographic measures provided for the district and respond to significant variations to assumptions where possible.	All activity groups
Climate Change						
<p>Council recognise climate change as resulting in more extreme weather events, and is therefore an issue requiring specific consideration over the period of the Long Term Plan 2018-28. Council will make specific provisions in activity areas such as Roading and Stormwater, where it deems weather events are creating a need for contingent spend.</p>	Ministry for the Environment ECan	Environmental changes accelerate.	Moderate	If environmental change were to accelerate, Council's infrastructure assets would be most significantly impacted resulting in an further modifications or more regular repairs to relevant assets.	Council will monitor the effect of environmental change and adapt its response where required.	Resource Management, Water Supply Urban, Water Supply Rural, Roading
New Zealand Drinking Water Standards						
<p>Council's planning and budgets including our work with rural water schemes, our statements of levels of service and our Water Asset Management Plan are all predicated on the basis that Council will achieve compliance with NZ Drinking Water Standards.</p>	Central Government	New or amended legislation is introduced without financial support or within an inappropriate period.	High	Over recent years, Central Government has imposed new or amended legislation on Councils. If further legislation is enacted, this will drive significant additional costs into Council.	Council will monitor the development of relevant standards, and review the impact on any significant changes in the Annual Plan	Rural Water Supply, Urban Water Supply

Assumptions	Source of Information	Risk	Level of Risk	Impact of variation to assumption	Management of Risk	Activity
Resource Consents						
It is assumed that the conditions of resource consents held by Council will not be changed significantly and that Council will obtain the necessary resource consents for schemes and planned projects.	Council	That conditions of resource consents are altered significantly, consent cannot be obtained for projects.	Low	Advance warning of likely changes is anticipated. The financial effect of any change to resource consent requirements would depend on the change.	Council will monitor the development of relevant standards, and review the impact on any significant changes in the Annual Plan.	Roading and Footpaths, Sewerage and Sewage, Stormwater Drainage, Waste Management, Water Supply - Urban/ Rural
Potential Natural Disasters						
<p>Council is aware of the potential for natural disasters to damage, disable or destroy community infrastructure such as our districts roads, bridges and water supplies. Council assumes that if such damage occurs the cost of rapidly remedying it will be met from Council or its insurance providers and possible special government grants.</p> <p>Council's LTP 2018-28, has not provided any Council reserved monies against damage to community infrastructure by natural disasters.</p>	Council	Inability to recover or continue business following a major disaster, should it occur.	Moderate	<p>If a major emergency event did occur Council have some insurance for its infrastructure, and assistance would be offered from Central Government.</p> <p>To pay for additional emergency work not covered by the above, Council would increase internal/external borrowings.</p>	Council undertakes business continuity plans for its own operation and coordinates Civil Defence planning for the district. In doing so, Council attempts to prepare itself and the district for such events.	Roading and Footpaths, Urban Water Supply, Rural Water Supply, Sewerage and Sewage, Stormwater Drainage, Emergency Management, Property
Water Irrigation Schemes						
Council assumes no new major irrigation schemes will be introduced into the district over the period of the LTP, with the possible exception of the Hunter Downs Scheme.	Waugh/Opus, HDW	There is a risk of the HDW project not going ahead or changes to projected start dates.	Low	If the projects are delayed or cancelled it will have minimal impact as no major infrastructure development is planned.	Council will monitor progress on the proposed new scheme and adjust Annual Plan if opportunities or risks manifest from its development	Roading and Footpaths, Rural Water Supply, Sewerage and Sewage

Useful Lives of Significant Assets and Depreciation

Assumptions	Source of Information	Risk	Level of Risk	Impact of variation to assumption	Management of Risk	Activity
It is assumed that asset lives will be as set out in the Statement of Accounting Policies. *	New Zealand Asset Management Support	There is a risk that assets will wear out more quickly than forecast and require replacement earlier than planned.	Moderate	If assets require replacement earlier than forecast, capital expenditure projects may need to be brought forward.	Council has reviewed its asset category useful lives and considers them reflective of the useful lives of said asset	Roading and Footpaths, Rural Water Supply, Urban Water Supply

*See chart below

Remaining useful lives are discussed in greater detail within the associated asset management plans where the financial impacts associated with the predictive modelling of asset renewal are indicated. Deviation from the predictive model is discussed in terms of asset performance, criticality, renewal smoothing and risk. (see Lifecycle Management Plans, 3 Waters and Rooding AMP's).

		Depreciable life (years)	Depreciable rate (SL unless stated)
Infrastructure			
Rooding	Land	Not depreciable	
	Formation	Not depreciable	
	Pavement Surface	6 - 16	6.25% - 16.16%
	Pavement Unsealed	Not depreciable	
	Pavement Base-course	45 - 50	2.00% - 2.20%
	Pavement Sub-base	Not depreciable	
	Drainage	43 - 50	2.00% - 2.30%
	Surface Water Channel	66	1.5%
	Footpaths	10 - 12	7.7% - 9.2%
	Sign	11 - 13	7.2% - 8.7%
	Street Lighting	9	10.3% - 10.6%
	Traffic Facilities	13 - 16	6.2% - 7.2%
	Bridges	47 - 55	1.8% - 2.1%
	Culvert Bridges	50 - 58	1.7% - 2.0%
Water	Drain Fords	9	10.1% - 10.5%
	Urban Schemes (inc non-pipe)	31 - 40	2.50% - 3.20%
	Rural Schemes (inc non-pipe)	9 - 52	1.9% - 10.40%
Wastewater	Laterals	27 - 30	3.30% - 3.70%
	Manholes	81 - 84	1.19% - 1.23%
	Mains Reticulation	41 - 43	2.30% - 2.40%
	Ponds (inc outlets)	119 - 125	0.80% - 0.84%
	Other Assets	50 - 100	1.0% - 2.0%
Sanitation	Solid Waste Assets	2 - 100	1.00% - 34.00%
Stormwater	Pipes	68 - 71	1.40% - 1.45%
	Open Drains	Not depreciable	
	Nodes	80 - 82	1.21% - 1.24%
	Elephant Hill drainage	40	3.90% - 4.00%
Operational assets			
	Buildings	5 - 67	1.50% - 20.00%
	Furniture and fittings	5 - 20	10.00% - 40.00% DV
	Office equipment	5 - 10	20.00% - 40.00% DV
	Plant and machinery	5 - 20	10.00% - 40.00% DV
	Motor vehicles	5 - 10	20.00% - 40.00% DV
	Library books	20	10.00% DV
	Computer hardware	3 - 10	20.00% - 67.00% DV

5.0 EMERGING ISSUES

The task of building, operating and maintaining these infrastructure assets in an **affordable** and **sustainable** manner is becoming increasingly difficult in view of:

5.1 Demographic Changes

Population growth (or decline), age structure and distribution (spread), and the number and type of households and families in our district affects:

- Demand for local services
- The willingness and ability of ratepayers to pay for them
- Representation and participation in local democracy
- Interactions between human activity and the environment.

2013 Census

At 2013 Census, 7,536 people usually live in the Waimate District. This represented an increase of 327 people or 4.5% from the previous census in 2006. There were 3,234 occupied dwellings and 477 unoccupied dwellings.

The median age for the Waimate District population in 2013 was 45.5 years (NZ median: 38.0). 22% of people in the Waimate District were aged 65 and over (NZ: 14%) and 14.3% of the population were aged under 15 years (NZ: 20.4%)

92.5% of the Waimate District belong to the European ethnic group (NZ: 74.0%), with 6.3% of people in the Waimate District belonging to the Maori ethnic group (NZ: 14.9%)

Couples with children made up 36.1% of all families in Waimate District, while couples without children made up 53.5% of all families. 10.3% of families in the Waimate District in 2013 were one parent with children families.

One-family households made up 67.8% of all households in the District, while there were 885 one-person households making up 28.7% of all households. The average household size was 2.3 people in 2013.

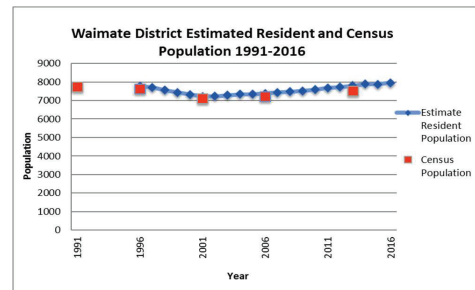
Population Change 1991-2013

There has been little change in the Waimate District population in the past twenty years. Data from the Census shows the population declined over the ten years from 1991 to 2001 (7,743 to 7,098) before increasing slowly to 7,536 in 2013 — an average population increase of 0.5% per year. It is important to note that with another census due in 2018, all indications (including Statistics New Zealand subnational population estimates) suggest an increase in population from 2013 to the present day.

Population Projections

Figure 5.1: Waimate District Estimated Resident Population and Census Population.

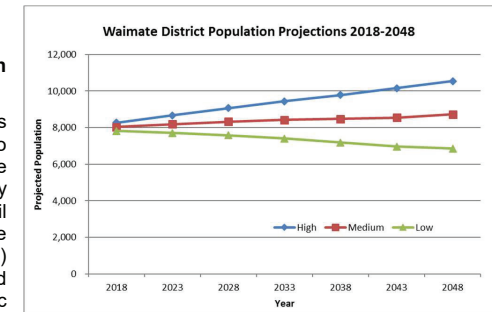
Population projections used for Council asset management planning are based on the 2013 Census 'Estimated Resident Population' (ERP) produced by Statistics New Zealand. The ERP is the final revision of census night counts and includes adjustments for births, deaths and migration occurring between



census night (5 March 2013) and 30 June 2013, along with further adjustments for people temporarily overseas on census night, and census night undercount.

Figure 5.2: Waimate District Population Projections 2018-2048

Current subnational population projections (December 2016) are from 2013 (base) to 2043. Subnational population projections give an indication of the future population usually living in New Zealand's 16 regional council areas and 67 territorial authority areas. Three projections (low, medium, and high) incorporate different fertility, mortality and migration assumptions for each geographic area, to illustrate a range of possible scenarios.

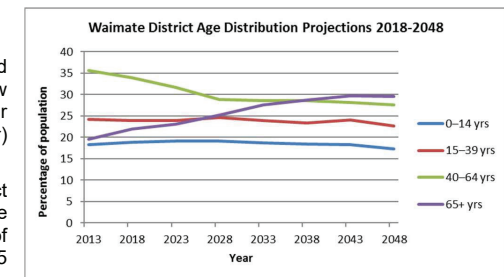


With a low base population, significant industrial projects are capable of having an impact of the District's population. Expansions of both Oceania and Fonterra Dairy Factories in the next ten years could increase job opportunities in the District. The proposed Hunter Downs Irrigation Scheme could also see an increase in on-farm jobs in the District and the creation of secondary jobs as a result of increased agricultural production in wider South Canterbury. Should all of these projects proceed the District may see population growth trending more towards the high projection. While this may appear conservative, it is important that Council does not overestimate population growth and the associated infrastructure provision required. Also reflects that a considerable number of employees from both dairy factories live in either the Waitaki or Timaru Districts. Given the close proximity of both Timaru and Oamaru to these sites, increased job opportunities may not necessarily equate to comparable population increase in the Waimate District.

Larger proportion of older people

Under all projection series (high, medium and low), all 67 territorial authorities in New Zealand are projected to have a higher proportion of older people (aged 65 and over) in 2043 compared with 2013.

In 2013 19.5% of the Waimate District population was aged 65 and older. Using the medium projection series, by 2043 29.6% of the Waimate District population will be aged 65 and over.

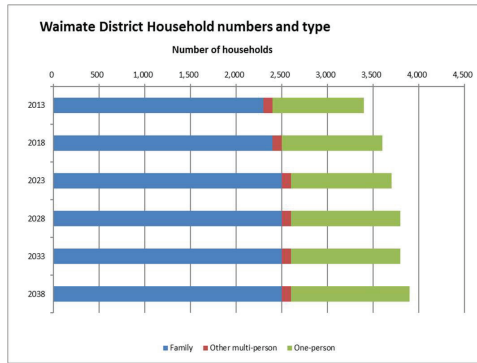


Households

The number of households in the District is projected to increase by an average of 0.7% a year, lower than the national and Canterbury regional increase of 1.1%.

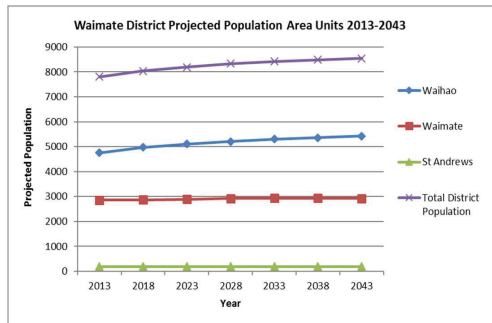
The average household size in the Waimate District is set to decline from 2.3 people in 2013 to 2.1 people by 2038.

The number of one person households is the fastest growing household type in the Waimate District, increasing by an average of 1.2% per year. By 2038 33% of Waimate households will be one-person households and over 15% of Waimate residents will be living alone.



Population Location

The projections show that the majority of the growth in the Waimate District will occur in the rural areas with a 14.1% growth in the Waihao area unit over the 30 year period 2013-2043 (an average of 0.46% a year). Rural growth, in keeping with the District-wide trends, is projected to be decrease over the 30 year period. In comparison, the Waimate area unit (which is urban) will grow by 2.1% (.06% on average per year). This urban growth will also slow over the 30 year period, and between 2033 and 2043 the population of the Waimate area unit is projected to decline.



5.2 New Technologies

The greatest change expected to be observed in the district is greater intensification of farming. Associated with this would be the establishment of large scale irrigation schemes and more complex dairy farm operations.

Agricultural intensification is usually associated with a step change in transportation. Carting in stock foods and pasture supplies as well as carting product out will usually involve more truck movements using larger trucks.

Harvesting machinery is very large and some roads are unsuitable for the dimensions or mass of such vehicles.

Should large scale irrigation projects proceed, the construction period will impact local roads and possibly the demand for rural water supplies. However, observations from other areas indicate the establishment of irrigation schemes has not reduced the demand for reticulated stock water.

The vehicle fleet is expected to change in the next 30 years. In the 20-30 years electric vehicles are expected to be common, as well as some autonomous vehicles. Changes to freight movement is likely, but the technology is still developing.

5.3 Changing Government Priorities and Legislative Environment

The government's objective is that, by 2045, New Zealand's infrastructure should be resilient and coordinated and contribute to growth and increased quality of life. This will be achieved through better use of existing assets and better allocation of new investment, as set out in the New Zealand Infrastructure Plan 2015.

The National Infrastructure Plan 2015 (NIP 2015) is the third National Infrastructure Plan released by the Government.

The NIP provides a long-term Vision for New Zealand's Infrastructure that:

"By 2045 New Zealand's infrastructure is resilient and coordinated and contributes to a strong economy and high living standards."

Environmental Compliance and progress is reflected through national policy statements and promulgated through regional and district plans.

While governments will change over time, this vision is broad enough to remain and unless there is significant geopolitical change. Ongoing development of standards and operating environment can be expected for all activities, but the basic provisions of services such as a transport network, safe drinking water, and sewerage removal (to protect health) and treatment (to protect the environment) will remain.

5.4 Climate Change

Climate change is considered as a critical consideration in the Council's long-term planning. This Council uses guidance from the New Zealand government, based upon the best available climate science, to support the planning.

Waimate District is expected to experience two of the main impacts of climate change – sea level rise and more extreme weather patterns.

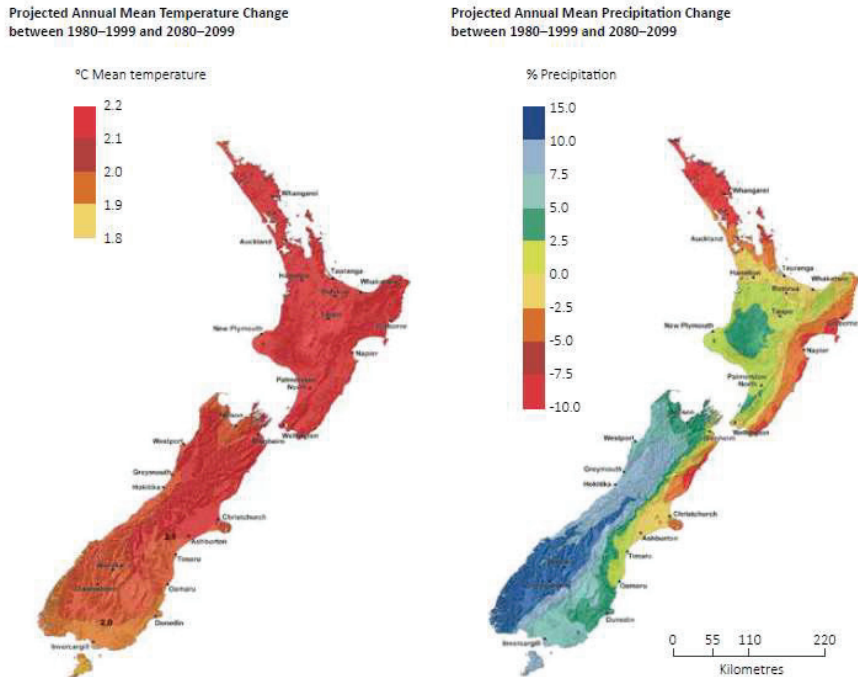
Waimate mayor Craig Rowley said climate change was a priority.

"As far as doing the work on something, we always take it into account looking at the of risk of climate change."

Rowley said it was a hectic time of the year with budgeting and planning, but climate change was something we certainly do recognise" (Timaru Herald 13/9/2017)

Council recognised the roles of Local Government, NZ, the Ministry of Primary Industries, and the Ministry for the Environment and the Royal; Society of NZ in researching and guiding a pragmatic response.

Figure 7: Average changes in annual mean temperature (left, degrees Celsius) and precipitation (right, percent) during 2080–2099 compared to 1980–1999, for a climate change scenario midway between low- and high-carbon futures.



Source: Climate change: implications for New Zealand (Royal Society of New Zealand, April 2016)

The local government position statement on climate change (2017) states

Climate change actions have three components:

1. actions to reduce emissions (mitigation);
2. planning and actions at the national and local level to support public safety and effective adaptation; and
3. limiting or removing pressure on systems affected by climate change.

All local authorities (city, regional, district and unitary) are at the frontline of climate change adaptation and have a role to play in mitigation.

Coastal Impacts

Sea levels in New Zealand have risen an average of 17 cm in the last 100 years, in line with global trends. Some studies have suggested that the rate of rise may be increasing, and is currently around 3 mm/yr.

In a high carbon world, we can expect sea levels around the New Zealand coast to rise by between 0.6 and 1.1 m by 2100 and continuing to rise beyond 2100. A 0.8 m rise in sea level would mean that the current 1-in-100-year high tide level will be exceeded during more than 90% of high tides (i.e. almost daily). In addition to sea-level rise, the projected changes to the frequency and intensity of storms will mean greater potential for erosive storm events at the coast, with storm surges on top of already higher mean sea levels

Climate change: implications for New Zealand (Royal Society of New Zealand, April 2016)

The impact of sea level rise on infrastructural assets is expected to be limited; some of the coastal roading network will be affected, and water table changes could affect the structure of some roads. The effect on the farming community adjacent to the coast will be most marked. The Wainono Lagoon is an important ecosystem that may help buffer the impact of climate change.



Source: www.wetlandtrust.org.nz

Source: Stuff 24 July 2017

Extreme Weather

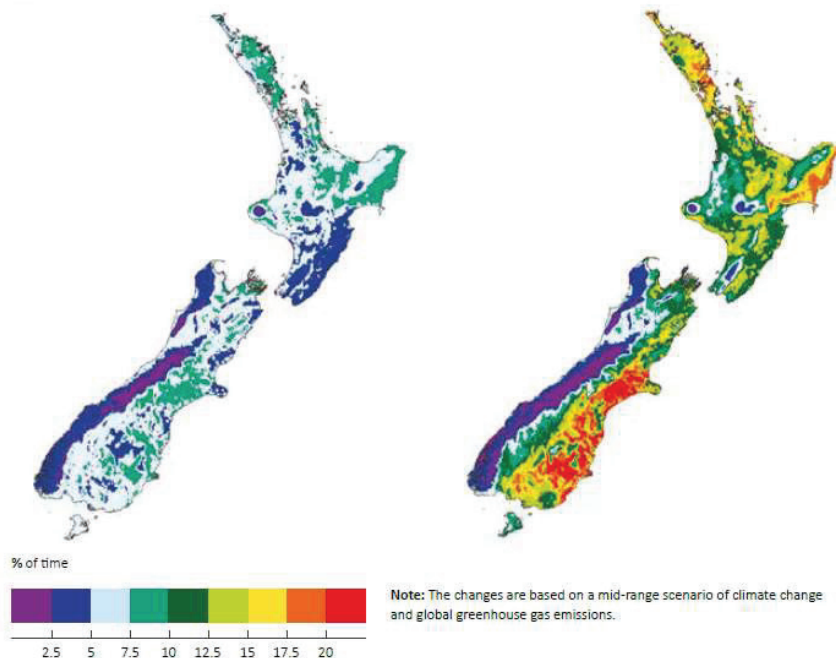
More extreme weather patterns in the form of drought and intense storms are expected, and these impact infrastructure performance as well as the wider community. Drought is of concern in that it could affect water supplies – sourcing water and demand. Council is seeking better security for water supplies where this is a concern. More extreme rainfall will cause surface flooding, and the limited stormwater network in Waimate town may struggle. The combination of future kerb and channel renewals, along with network improvements will provide some relief. However, it may be most appropriate to protect dwellings and commercial premises from flooding, and accept short-term impacts on roading and other secondary flowpath areas.

New Zealand historical drought frequency

for 1980–1990

New Zealand median drought frequency

for 2030–2050



Source: Climate change: implications for New Zealand (Royal Society of New Zealand, April 2016)

5.5 Infrastructure Resilience

Customers have a high expectation of continuing functionality and service delivery. Resilience is based on a design philosophy which acknowledges that failure will occur. Resilience requires early detection and recovery, but not necessarily through re-establishing the failed system.

We have to consider managing and mitigating the risks to, and the resilience of, our infrastructure assets from natural disasters.

Council is considering the performance of its infrastructure and services in terms of:

- Climate change – drought
- Climate change- severe storms
- Climate change – sea level rise
- Natural disasters – earthquake

In each case, some reduction in performance is expected. Managing demand and improving infrastructure to be resilient where there is no redundancy in service delivery is key. Resilience of the roading network is being considered at a south Canterbury level with a 'One network' approach in mind.

Actions to address infrastructure resilience is discussed in more detail in section 6.4.

5.6 Aging infrastructure

The infrastructure is aging and the district is approaching an important period to ensure that its infrastructure assets continue to meet the needs of the community in the future. We need to consider if we are going to apply a 'just in time' philosophy and defer renewals, or apply pro-active renewals. Council's approach has been to collect data to understand condition and performance, as well as identify critical assets so we are focussing effort where it is needed most.

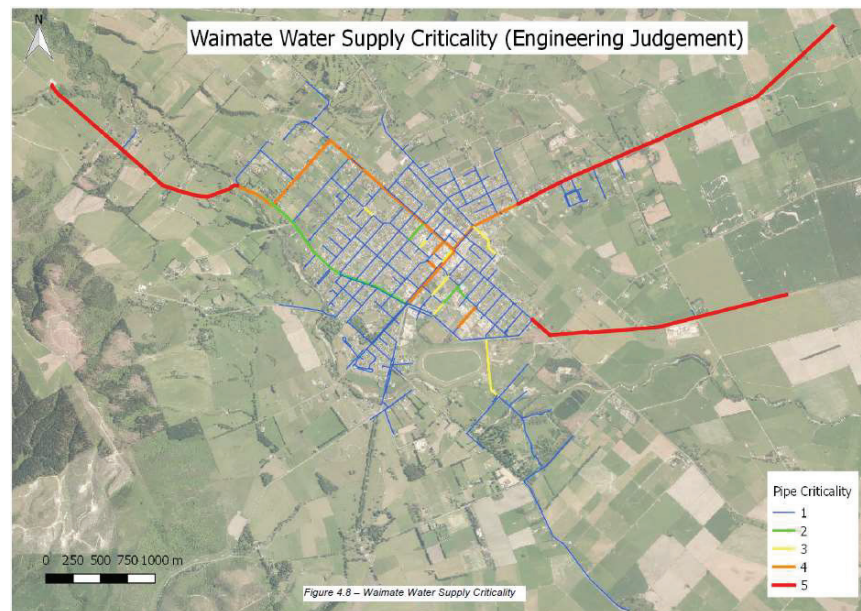


Figure 4.8 – Waimate Water Supply Criticality

The aging of Waimate's urban water and sewerage reticulation are of the greatest concern.

The water reticulation pipes are cast iron (dating back to 1908) or asbestos cement (1950s and 1970s). The sewerage pipes are earthenware (1915 and 1950s). The earthenware pipes are particularly susceptible to inflow and infiltration.

A renewal programme has been developed for these assets as discussed in sections 7 and 8 as we move into a phase where the expected life of these assets is reached.

The roading network is also aging, but the change in demand and operating conditions is more pertinent than the age of the asset. Changes in the mass and weight of vehicles has put the network under stress and the life of some assets is being rapidly decreased due to the extra wear and tear.

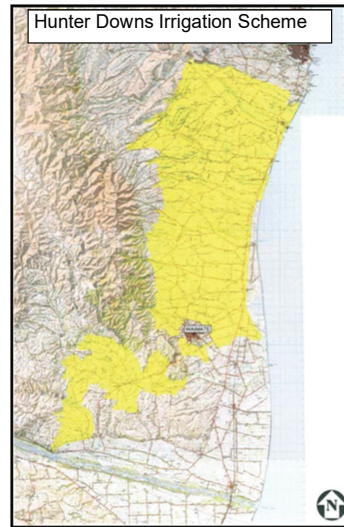
A more comprehensive data capture programme is now in place to improve knowledge about the roading asset and how it is expected to perform in the future.

5.7 Irrigation and Intensive Agriculture

The Waimate district includes a wide range of farmland, from the fertile coastal plains up to extensive stations in the Hakatareamea. The fertile plains are used for cropping, dairy and horticulture. Irrigation acts as a key to unlocking increased production and protecting farming ventures from extreme weather. The Hunter Downs Irrigation Scheme if implemented will drive a new phase of farming intensification. This is expected to provide a moderate increase in employment and population growth. There could be a temporary increase in numbers during the construction phase.

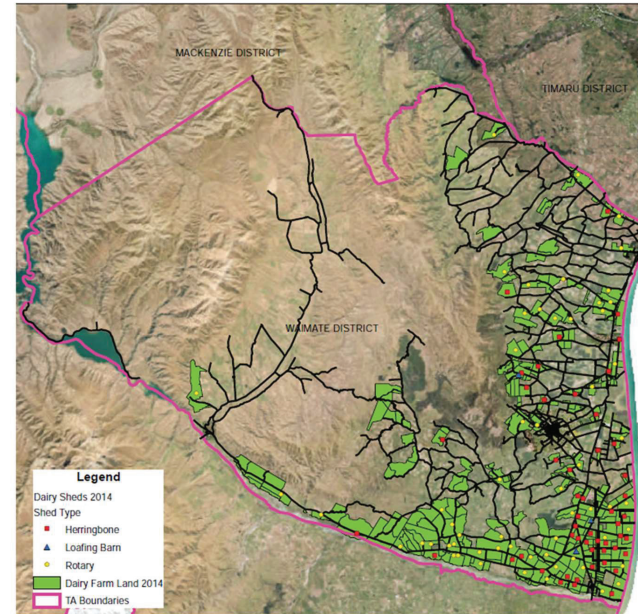
Agricultural intensification tends to increase the freight demand on the roads, with supplies carted to the farm and more product freighted from the farm. This will affect the transport network, especially where the change in loading and traffic numbers step up steeply.

At the time of writing this strategy it is understood that the proposed command area for the Hunter Downs Irrigation Scheme has greatly reduced. Impacts associated with land-use change are therefore reduced.



Dairy Farmland in the Waimate District 2014

Total Dairy 41,531.00 ha, Other Farmland 292,342 ha



5.8 Prudent Management

Waimate District must carefully manage its investment in infrastructure to ensure it gets value for every dollar and provide infrastructure in a lawful, functional and affordable manner.

The task of building, operating and maintaining, as well as the management of core Infrastructure Assets in an affordable manner may become increasingly difficult in view of a number of influences (i.e. what is over the horizon) is discussed in Table 5.1.

Table 5.1: Influences on Infrastructure Assets

Influences	Comment
Continually changing legislative and operating environment (Central & Regional Government)	<p>Roads and Footpaths The Government Policy Statement (GPS) changes with the focus of the Government and means there are changes in priority and funding to be addressed.</p> <p>Water: Regulatory trend towards more stringent drinking water standards and associated compliance monitoring and reporting.</p> <p>Regulatory trend towards more comprehensive monitoring and reporting of water takes. Progressive upgrades of the rural water supplies have occurred meaning there is compliance with the Health (Drinking Water) Amendment Act 2007 and / or the New Zealand Drinking Water Standards 2005 (revised 2008). This does mean increased operating costs and bore security issues.</p> <p>Sewerage: Regulatory trend towards more comprehensive monitoring and reporting of the receiving environment, and treatment process improvements to ensure acceptable effluent quality.</p> <p>Stormwater: Compliance with Land and Water Regional Plan is required. This may see increased levels of compliance for discharges (treatment), especially as it relates to industrial discharges.</p> <p>Service Integration: Central Government may require additional integration (sharing) of services with neighbouring Councils to effect greater efficiencies.</p>
Change in demand	<p>Roads and Footpaths: Increasing demand on the roading network is causing more rapid deterioration. This is multiplied where the road structure is weak and/or located on poor ground conditions.</p> <p>The increase of irrigation to land that was previously not irrigated can significantly change water tables and therefore the ground conditions the road is founded on (in part offset by changing irrigation methodology from border dyke to pivot irrigation)</p> <p>Increasing heavy vehicle laden weight limits. Heavy vehicle laden weight limits have risen from 44 tonnes to 50 tonnes maximum (50Max). Although the current 50Max proposal does not specifically increase axle loads and thus their impact on Council roads, other initiatives to increase freight efficiency like High Productivity Motor Vehicles (HPMV) with increasing weights on trucks could. To improve efficiency of the freight transport fleet it is likely this trend with increasing truck weights may continue. This could create issues of restricted access to some areas of the district due to bridge stock that is not capable of carrying these loads.</p>

Influences	Comment
Aging infrastructure	<p>Water: The reticulation networks for parts of the water supplies are at or approaching the end of their expected lives. A large amount of urban pipework was installed from the early 1900s, with rural pipework installed in the 1970s. As a result significant urban water supply renewals are being programmed from 2015-16 to 2024-25, with rural water supply renewals taking precedence from 2025-26 onwards. As renewal work will need to be spread out over a number of years this brings increased maintenance liability and risk of premature failures, although the latter risk can be mitigated through careful planning and consideration of asset condition. – Significant Issue</p> <p>Sewerage: The Waimate reticulation network dates from the early 1920s and 1930s, with an expansion in 1960-1980. Due to aged pipework Inflow and Infiltration in both private and public assets results in significant infiltration and inflow in to the sewerage network (related to old earthenware mains installed in 1920-1040s). Reduction in Inflow and Infiltration will free up additional capacity in the sewerage network. Continued renewal programme of the aging pipe network is required. Significant Issue</p> <p>Roads and Footpaths: A significant amount of the seal road infrastructure was constructed between 65 and 40 years ago. Much of this sealed infrastructure is nearing the end of its useful life and underinvestment historically has resulted in a backlog in resealing rehabilitation. Likewise a significant amount of the pavements were constructed between 1960 and 1970 and will require rehabilitation. Council is expecting a 'bow-wave' of seal road and pavement renewal from 2035 onwards. In addition a number of bridges will require replacement to maintain accessibility, with some bridges constructed circa 1920s approaching end of useful life. – Significant</p>
Consents	<p>Sewerage: The discharge consents for the Waimate sewerage treatment plant will require renewal in 2036. Considerations of additional or alternative treated effluence disposal options may be required due to increased environmental requirements.</p> <p>Stormwater: Effective implementation of the Urban Stormwater Management Plan (SMP) is imperative as Council will hold the global resource consent. Council may be responsible for reporting to ECan and will be liable for any non-compliances with the resource consents. Where outcomes are not being met, Council requires a set of tools to enforce action and ensure each and every individual/private developer takes responsibility for stormwater management.</p>

Influences	Comment
Environmental effects	<p>Water: The extent of the taking of ground water and surface water may be required to reduce thereby necessitating greater demand management and or levels of service decline.</p> <p>Sewerage: Inflow and infiltration into the sewerage network via the individual properties and Councils sewer mains will continue to present design constraints, require increased pipe sizing and treatment and disposal issues unless this is resolved on a community wide basis i.e. I&I reduction in the private and public assets. – Significant Issue</p> <p>In some small communities the reduced groundwater quality due to on-going use of conventional septic tanks may necessitate the installation of centralised community sewerage systems with ensuing treatment and disposal system.</p> <p>Stormwater: Increased number of intense rainfall events will challenge our current stormwater asset network in terms of capability to meet 20 year return periods.</p> <p>An increased number of intense rainfall events will challenge our aging sewer pipelines through infiltration and resultant surcharge risks, as well as placing a higher burden on our current WWTP capabilities and capacities.</p> <p>Roads and Footpaths: Reduced availability of good quality road metals for sustainable road maintenance practices.</p> <p>Traffic on unsealed roads that produces dust which can have adverse effects on the health of people, stock and adjacent crops.</p>
Resourcing	<p>An aging workforce and difficulties with the recruitment and retaining of experienced and qualified staff to a rural district may present issues with the future operation and management of the services and infrastructure projects.</p> <p>The continued development of appropriate staff and their skill sets to meet the challenges of infrastructural demands and meeting regulatory changes is essential to ensure prudent and rational outcomes.</p>
Infrastructure resilience	<p>Customers have an increasing expectation of reasonable continuing functionality and service delivery following significant natural events (snow, wind, earthquakes etc.). Council will need to continue to enhance resilience through infrastructural and procedural improvements. – Significant Issue</p>

Influences	Comment
Population and economic growth	<p>In broad terms, the population of Waimate District is forecast to remain relatively steady. Many of the schemes have capacity to provide for some growth, and there are opportunities for more effective management to cater for growth if it is greater than expected.</p> <p>As the population and local economy grows, this may tend to raise expectations around higher levels of service, which will need to be catered for. For example, more intensive use of the transportation network places a greater maintenance burden on Council.</p> <p>Water - Hydraulic rearrangement and pressure management for the urban water supply both assists in extending the useful life of the asset and to provide additional capacity to cater for growth (whilst also reducing burst frequency, water loss and extending remaining life of already aged assets).</p> <p>The rural water supplies will be subject to changing demand profiles as a result of reliable irrigation in the future. It is envisaged that existing use will shift from predominantly stock water (potentially sourced from irrigation water) to domestic use as development occurs in the rural area.</p> <p>Sewerage - Assessments indicate that the urban waste water network and treatment plant have adequate capacity to cater for the increased population (additional 2,900 persons available) provided stormwater inflow and groundwater infiltration can be reduced.</p> <p>Stormwater: Council will need to undertake upgrades to the stormwater network to reduce known surface flooding resulting from increased stormwater run-off from developments.</p> <p>Roads and Footpaths: Council will need to continue footpath development and ongoing network improvements in a timely manner to cater for increasing demand on these assets.</p>
New Technologies	<p>New technologies will assist in the services becoming more efficient and effective. Opportunities will be reviewed with respect to whole-of-life costs. Historically the change in technologies has had a significant effect in the operation and management of infrastructure assets and it is considered that this will continue possibly at a greater pace. For example the implementation of the Asset Management Information System (AMIS), coupled with improved asset information, will allow greater efficiency in the operation and management of Council's infrastructure. This will include utilising predictive models for programming and prioritisation of asset renewals.</p>
Climate change	<p>The design of the 3Water infrastructure is required to provide service to three or more generations, but in the short term there is a need to be efficient in the provision of infrastructure.</p> <p>Climate change will have a detrimental impact on water supply, demand and resilience. The effects of climate change on the districts roading network are known in terms of the predicted changes in weather patterns. The predicted increases in extreme weather events involving significant rainfall may lead to increased levels of surface water leading to subsequent ponding problems and blockages to drains for stormwater run-off.</p> <p>The predicted increase in extreme rainfall events may cause scouring to occur at the edges of roads and also cause significant damage through scouring to the abutments of bridges in the district. Weather events which consist of rainfall over extended periods can cause landslips, which can affect the roading network in particular areas within the district.</p>
Demographic changes	<p>Significant increase in the over 65 age group may result in affordability issues (increased number of fixed income ratepayers). Levels of service may need to be reviewed and amended to a more affordable level.</p> <p>An aging population will potentially require higher levels of service for the provision and quality of footpaths for pedestrians.</p> <p>Cultural diversity as a result of land use change may influence demand on infrastructure (i.e. increased residential occupancy).</p>

Influences	Comment
Land use change	<p>Historically, land use change (dryland farming to dairy) has had an impact on the water activity requirements within the district.</p> <p>Changes in farming practices in the next 30 years will continue to have a significant influence on current infrastructure needs particularly with the increase in high productivity (i.e. very large tractors) movements throughout the district.</p> <p>As irrigation is improved throughout the district, more land is being converted for dairy farming.</p> <p>Dairy conversions have a large impact on the roading network during the construction stage (e.g. carting gravel). There is then an ongoing increase in freight traffic to and from each new dairy farm (i.e. milk tankers, increase in fertiliser, feed requirements). There is also a significant increase in use of agricultural vehicles on the roading network as many other district farms support the dairy farm by harvesting and transporting grass for feed.</p>

6.0 THIRTY YEAR STRATEGY

6.1 The Organisations' Priorities

At high level, Council's priorities in respect to Water, Sewerage and Stormwater and Roads and Footpaths are to:

- Maintain the district's roads to a safe standard and fit-for-purpose.
- Use efficient and effective asset management practices to maximise Roads and Footpaths asset life to provide a resilient network.
- Provide a continuous supply of potable water to meet agreed demands.
- Maintain sewerage disposal and treatment facilities to protect public health through ensuring good sanitary standards and freshwater management.
- Manage the upgrade of the stormwater drainage systems in Waimate, thus reducing the risk of flooding in the long term.
- Manage the impacts of land use change and growth.

The rationale for each of the services covered in this Infrastructure Strategy are as follows. These provide a useful 'outcome test' to ensure the services are community/customer focussed.:

Roads and Footpaths:

- Roads and Footpaths are fit for purpose
- It is important that users are safe when using the District Transportation network
- We have reliable, efficient and well planned infrastructure that meet the needs of residents
- Roads and footpaths are an important element in both the residential and rural environment for physical exercise, leisure activities and social contact

Water

- Protecting the communities from drinking water related health issues
- We have reliable, efficient and well planned water infrastructure that meet the needs of residents

Sewerage:

- Protects public health by ensuring a safe and viable Sewerage and Sewage disposal system
We preserve the environment by ensuring the quality and quantity of discharges to the environment
- We have reliable, efficient and well planned Sewerage infrastructure that meet the needs of residents
- The timely provision of utility services is essential to supporting growth

Stormwater:

- Flooding is adequately managed within urban areas
- We preserve the environment by ensuring the quality and quantity of discharges to the environment
- We have reliable, efficient and well planned stormwater infrastructure that meet the needs of residents

6.2 Asset and Service Management Strategy

In providing services to residents and visitors through the use of infrastructural assets, Council's management strategy is to

Council has established an asset management policy. This defines the appropriate level of asset management planning in line with the discussion contained in the International Infrastructure Management Manual (2015). The policy definitions for the three waters and roading activities is "Core".

Road and Water supply may include more complex asset management practices such as demand and deterioration modelling above this level, but it will be on an fit for purpose basis, rather than are a requirement across all asset types.

Responsibility for the asset management of the Water, Sewerage and Stormwater, and Roads and Footpaths services is allocated to the Asset Group Manager. This responsibility includes:

- Ensuring services are constructed, maintained and in compliance with consents.
- Budgeting and long-term forecasting.
- Monitoring Levels of Service for services provided by assets.
- Identifying and managing asset and service related risk.
- Reporting of Level of Service, key performance indicators and risks at corporate level.
- The achievement of Asset Management practices which meet corporate Asset Management development standards and reporting of these in the AMPs.

In providing services to residents and visitors through the use of core Infrastructure, Council's management strategy is to:

- Review planned resource allocations
- Determine the effects these will have on agreed Levels of Service
- Assess how these changes in Levels of Service will be reflected in the end-of-period asset condition and performance
- Adjust the work plan as necessary to achieve the best possible life cycle asset condition and performance within the available budget. This may mean leaving some assets to decline in condition to the stage that they require more expensive remedial action later
- Assess the effects of the revised programs on achievement of the Council's performance targets
- Report the anticipated effects on the targets to senior management and elected members
- Manage the Water, Sewerage, Stormwater and Roads and Footpaths activities at a level in accordance with Council's assessment of appropriate asset management practice and asset management policy.

6.3 Cost Effective Delivery of Services

In terms of section 10 (Purpose of local government) there is a clear requirement to meet the current and future needs of communities for good-quality local infrastructure, local public services, in a way that is most cost-effective for households and businesses.

(2) In this Act, good-quality, in relation to local infrastructure, local public services, and performance of regulatory functions, means infrastructure, services, and performance that are—

(a) efficient; and

(b) effective; and

(c) appropriate to present and anticipated future circumstances

In order to demonstrate that the delivery of services are efficient, effective and appropriate; Waimate District Council has reviewed its procurement processes, undertaken service delivery reviews, and has systems and policies in place that include:

Customer Service: Council has determined customer expectations through formal and informal consultation with the community over many years. Biennial customer satisfaction surveys provide a benchmark assessment against which to assess performance of services. Monitoring of key performance indicators set against achieving Levels of Service puts Council asset management practices into context in terms of effectiveness.

Procurement Policy: Council adopted a Procurement Policy in October 2015 after revising the existing Procurement Strategy. Previously the Procurement Strategy was developed to meet the requirements of NZTA, but was later broadened to meet the requirements of the organisation.

Asset Management Practices and Processes: Services are managed in accordance with Council's Asset Management Policy. Practices and processes are reviewed and assessed against guidance and best practice provided in the International Infrastructure Management Manual (IIMM), Edition 2015.

Asset Management Policy: The objective of this policy is to ensure that service delivery is optimised against agreed community outcomes and Levels of Service, manage related risks, and optimise expenditure over the entire lifecycle of the service delivery. The policy also ensures that the management of the assets is a systematic process, and that service delivery is sustainable in the long term.

Service Delivery

Road maintenance and renewals are procured as part of the collaboration with Ashburton, Mackenzie and Timaru Districts. The maintenance contract was jointly developed and procurement processes established to benefit all parties. The collaboration agreement also allows for sharing of skills and resources.

Three waters operations and maintenance services are provided using in-house resources. This has proven to be an appropriate fit for Council and also provided an excellent alignment between management and operations staff. Recently some of the operations staff have moved into management role, strengthen their professional opportunities and building corporate knowledge.

The teams are relatively small and are adaptable enough to undertake minor capital works alongside their planned and unplanned maintenance works.

6.4 Addressing Resilience

Both physical and system resilience are crucial. This means:

Design and construction standards (where cost effective) that ensure infrastructure is able to withstand natural hazards and long term changes in circumstances such as those resulting from climate change.

Organisations and networks of organisations with the ability to identify hazards must share information, assess vulnerabilities, and plan for and respond to emergencies.

Acknowledging the value of adaptability and redundancy in the network to improve business confidence.

Identifying and managing cross-sectoral dependencies, such as power supply for communications infrastructure. Engineering Lifelines groups have already undertaken work in this area (NIP 2011)

Resilience is the ability to cope with and recover from adverse events. It requires active planning to cope with a disaster, restore functionality, and rebuild the societal and economic fabric. Communities

that actively plan for resilience are less prone to disaster, recover faster, and endure less hardship than those that do not.

Planning for every disaster scenario is impossible, so the next step is to plan to contain damage. Planning involves understanding the chaos, the pressures and the trauma, then building redundancy, preparing for insurance, training and improving. Bouncing back to recover the social and economic soul of the community is the next component in planning for resilience.

Finally a culture of improvement and learning develops resilience. This is achieved through commitment, understanding and training.

In order to improve resilience Council's approach will continue to:

- Actively participate in Civil Defence Emergency Management planning and activities, at both regional and local levels.
- Investigate and instigate options for alternative service provision and system redundancy.
- Promote design and construction standards (where cost effective) that ensure infrastructure is able to withstand natural hazards and long term changes in circumstances such as those resulting from climate change.
- Obtain insurance where this is deemed to be the most cost effective approach.
- Invest in business continuity succession planning and training.
- Identify critical assets within Water, Sewerage and Stormwater activities and are development management regimes based around criticality
- Work in closer collaboration with neighbouring authorities
- Look at more joint procurement opportunities and establish staff resource sharing arrangements

6.5 Evidence Base

The asset data held for water supply and sewerage had been a focus for improvement over the last three years. This is reflected in the positive peer review undertaken of the 2017 valuation.

Road and footpaths data continues to be sound based on twenty years of RAMM use. An increase in data analysis as part of the ONRC framework and capture of pavement performance data has improved knowledge of the asset further.

The 2017 asset valuation identified the accuracy of most roading asset data as "B" or Reliable (Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some data is old.). Bridge data is of higher accuracy, "A" or Highly reliable (Data based on sound records, procedure, investigations and analysis, documented properly and recognised as the best method of assessment. Dataset is complete.)

Council acknowledges there are limitations with its data that affect decision-making. A commitment to improving data collection and analysis is indicated below.

Table 6.1: Data Improvements

Activity	Data to be collected	Data to be analysed	Value this data provides
Roading	Traffic counts of Heavy Vehicles		Heavy traffic counts will help identify key routes and align these with pavement management

Activity	Data to be collected	Data to be analysed	Value this data provides
Water supply		Water demands	Universal metering provides a comprehensive data set which is currently not leveraged to understand peak demands
Water supply and sewerage	Pipe condition		Validate renewal programmes

The approach to data collection and management will be discussed in the respective asset management plans and budgets included where appropriate.

6.6 Significant Decisions Required

Taking a long term view to the management of infrastructural Assets, Waimate District Council needs to make key decisions in a timely manner. In addressing Community desires and priorities the following key decisions have been identified.

Table 6.2: Significant Infrastructure Decisions Required

Key Decision	Indicative Timeframe
<p>Roading and Footpaths</p> <p>Consider increase investment in Roothing to provide a satisfactory level of service and provide for large and heavier vehicles. Historically the level of investment required to keep roads to a 'fit for purpose' level in Waimate District has been among the lowest in the country. However, as land use changes the demands on the network increase so does the amount of work to keep them to the required standard. A comprehensive planning and maintenance approach to ensure this delivery of this level of service will require more investment. For the next three years an increased investment of \$2.095M (over the current level of spend for 2017/18) is sought and includes major bridge component replacements. It is envisaged that these investment levels will continue into the future.</p>	<p>Review investment level every three years in conjunction with the National Land Transport Programme and any current Government Policy Statement (GPS). Changes to the GPS will inevitably affect where and how much funding will be available for particular work categories.</p>
<p>Water Supplies</p> <p>The renewal programme is considerable and will extend well out into the future. Council will need to commit to this to maintain satisfactory levels of service and to provide increased levels of service required for compliance with the Drinking Water Standards for New Zealand 2005 (revised 2008) (DWSNZ). The proposed renewal programme for the next ten years totals \$4,609,475 and Council has budgeted an additional \$8,838,208 to increase levels of service (\$7,422,063 to meet the DWSNZ and associated improvements)</p>	<p>Renewal programmes are continually updated as asset knowledge and asset management practices are improved. Programmes are revised to align with Council planning processes (Long Term and Annual Plans) with detailed reviews occurring prior to the production of each respective Long Term Plan (next 2021/31).</p>
<p>Sewerage</p> <p>Consider an inflow survey across all properties in Waimate town to identify illegal connections. Property owners will be required to rectify faults. Total budgeted cost for the inflow survey is \$21,358 and includes both operational and capital investment.</p>	<p>2018/21 – Policies and Bylaws to be updated prior to embarking on this work.</p>
<p>Sewerage</p> <p>The renewal programme is considerable and will extend well out into the future. Council will need to commit to this to maintain satisfactory levels of service. The proposed renewal programme for the next ten years totals \$3,602,047 with an additional \$323,655 budgeted to increase levels of service.</p>	<p>Renewal programmes are continually updated as asset knowledge and asset management practices are improved. Programmes are revised to align with Council planning processes (Long Term and Annual Plans) with detailed reviews occurring prior to the production of each</p>

Key Decision	Indicative Timeframe
	<p>respective Long Term Plan (next 2021/31).</p>
<p>Stormwater</p> <p>The forward works programme is adequate. If a greater level of service is required then a higher levels of investment will be required. Short term investment is currently targeting known locations where agreed levels of service cannot be achieved. Total capital investment over the next ten years is \$363,000</p>	<p>2018/19 – 2019/20</p>

7.0 SIGNIFICANT INFRASTRUCTURE ISSUES

The Local Government Act 2002 Section 101B – Infrastructure Strategy states:

(2) The purpose of the infrastructure strategy is to—

“(a) identify significant infrastructure issues for the local authority over the period covered by the strategy; and

“(b) identify the principal options for managing those issues and the implications of those options.

In developing this 30 Year Strategy Council identified the anticipated significant infrastructure issues over the 30 years and considered each significant action and the benefits of the action. The significant infrastructure issues faced by Waimate Council with the benefits and costs are tabled below.

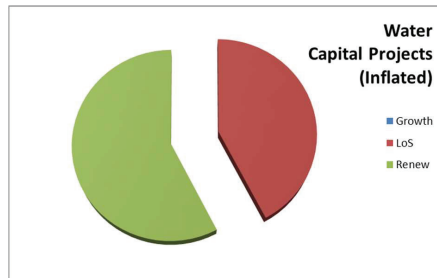
As a result of Council’s consideration of the combined emerging issues and key decisions required, significant infrastructure issues have been identified for the Core Infrastructure Assets as presented in Table 5-1. Projects that have been identified to respond to specific significant infrastructure issues faced by Council, and associated benefit(s) and costs, are presented in tables 7.3 to 7.6.

(Note where projects have been identified for level of service, these projects seek to either maintain the existing level of service, or to ensure that level of service targets are obtained in the future.)

7.1 Water

Strategic Goals for the Water Service are:

- To ensure that adequate water schemes are provided and maintained for the wellbeing of the public both now and in the reasonable foreseeable future
- To ensure that the long-term operation and maintenance of the water treatment facilities are environmentally sustainable
- To demonstrate responsible management in the operation, maintenance, renewal and disposal of Council owned water assets.

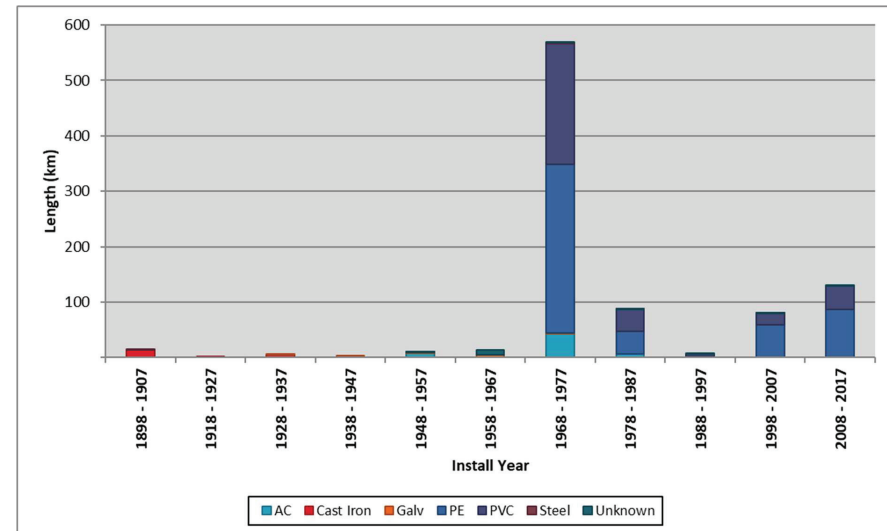


Issue - A significant percentage of aged and poor condition water mains (cast iron in urban reticulation, asbestos cement in urban and rural reticulation) will need replacement in the next 20 years.

Main Options	Implication of Options	
Option 3 - Undertake replacement over a period of time	Apply a prioritised approach ensuring that the impact on customers is limited. Comprehensive planning is required to maintain a satisfactory level of service	
Time period	Ongoing – continually reviewed as information becomes available	
Cost	\$ 3.3M (2018 – 10 Years)	\$ 3.7M (inflated – 10 Years)
What is the benefit	LoS/Renewal	
Assumption	-	

The following figure illustrates the age profile of the water supply pipes.

Figure 7.1: Water Pipe Length by Installation Year and Material



Issue - A significant percentage of aged and poor condition water mains (cast iron in urban reticulation, asbestos cement in urban and rural reticulation) will need replacement in the next 20 years.

Main Options	Implication of Options
Option 1 -Embark on a renewal plan of all original cast iron pipes in Waimate Town	This is a costly option and is likely to have a significant impact on customers during replacement. This could be the most cost effective approach as there would be economies of scale.
Option 2 - Replace pipes on an as needed approach.	This is likely to have severe impacts on the level of service provided. Outages would become common, and replacing pipes in an 'emergency' situation would be expensive and difficult to coordinate.

Issue – A number of the districts water sources require upgrade to achieve compliance with the Health (Drinking Water) Amendment Act 2007 and to be compliant with the current Drinking Water Standards for New Zealand. This is further compounded by the release of the Report of the Havelock North Drinking Water Inquiry: Stage 2 in December 2017 and its far-reaching recommendations.		
Main Options	Implication of Options	
Option 1 -Embark on an accelerated plant upgrade programme in the very short term.	This is a costly option and is likely to have a significant financial impact on both existing and future customers. Whilst cost effective (economies of scale etc.) it will require significant resourcing.	
Option 2 – Review recommendations from the Stage 2 Havelock North Inquiry and implement lowest risk capital programme in LTP year 1 and 2	The upgrade of some schemes (lower cost and predictable requirements) which have less financial impact early in the planning period mitigates some risk associated with funding sources that may become available in the future. Affordability can therefore be addressed. Whilst all upgrades can be programmed, further design and investigation into future upgrades can be carried out in terms of quality, quantity and funding.	
Time period	2018 to 2021	
Cost	\$ 7.192M (2018)	
What is the benefit	LoS/Renewal	\$ 7.422M (inflated)
Assumption	Funding sources may become available and allow review of proposed treatment plants in terms of both rates levied and also to address both quality and quantity of potable water in tandem.	

Currently there are different levels and forms of water treatment across the district schemes as illustrated below.

Table 7.1: Water Quality Issues

Supply	Service Connections	Population served (WINZ)	Source	Existing Treatment					Proposed treatment		
				No treatment/disinfection	Coagulation	Flocculation	Filtration	Ultra Violet Irradiation	Chlorination	Method	Completed/Completion Due
Waimate Urban	435	3,000	Ground water		-	-	*			Filtration upgrade & UV	2019/20
Cannington Motukaika	50	120	Surface water		-	-	sc			Filtration, UV & Chlorination upgrade	2018/20
Hook Waituna	525	1,350	Surface water		-	-	sc			Filtration & Chlorination upgrade	2018/19
Lower Waihao	241	600	Ground water		-	-				Filtration, UV & Chlorination upgrade (TBC)	2020/21
Otaio Makikihi	213	430	Surface water		-	-				Filtration & UV	2018/19
Waihaorunga	47	141	Surface water		-	-				Filtration & UV	2020/21
Waikakahi	173	360	Surface water		-	-				UV & Chlorination upgrade	2020/21

Timaru road only / sc=screen / TBC = to be confirmed

Issue - Both the urban and rural schemes reticulation networks have a high level of leakage as a result of aged and poor condition water mains.		
Main Options	Implication of Options	
Option 1 -Repair leaks	Repairing leaks as they occur will be required where assets are not being replaced. However, this will become more difficult as the state of the pipes deteriorates.	
Option 2 – Do not repair leaks	This is likely to have severe impacts on the level of service provided. Outages would become common. Leaks would be likely to have an impact on the roading asset and fire-fighting provision could be lost.	
Option 3 – Integrate renewal programme to address leaks	Given the age and condition of the pipes, a renewal programme is the sensible approach to take. Some pipes will need to be repaired to be kept in service. A prioritised approach to critical assets would planned renewal would occur early in the programme.	
Time period		
Cost	\$ 7,902,400 (Ten Years 2018 - 2028)	\$ 8,830,400 (inflated, Ten Years 2018 - 2028)

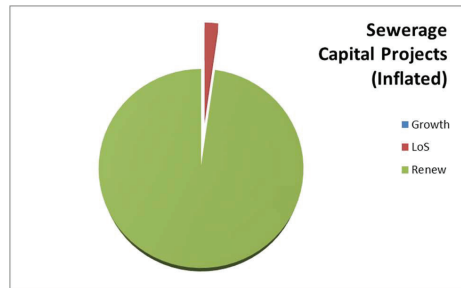
Issue - Both the urban and rural schemes reticulation networks have a high level of leakage as a result of aged and poor condition water mains.	
Main Options	Implication of Options
What is the benefit	LoS/Renewal
Assumption	

Issue - A significant percentage of aged and poor condition sewerage mains will need replacement in the next 20 years		
Main Options	Implication of Options	
Cost	\$ 3.22M (2018 – 10 Years)	\$ 3.62M (inflated – 10 Years)
What is the benefit	LoS/Renewal	
Assumption	-	

7.2 Sewerage

Strategic Goals for the Sewerage Activity are:

- To ensure that adequate Sewerage Services are provided and maintained for the wellbeing of the public both now and in the reasonable foreseeable future.
- To ensure that the long-term operation and maintenance of the sewage treatment plant is environmentally sustainable.
- To demonstrate responsible management in the operation, maintenance, renewal and disposal of Waimate District Council owned assets.

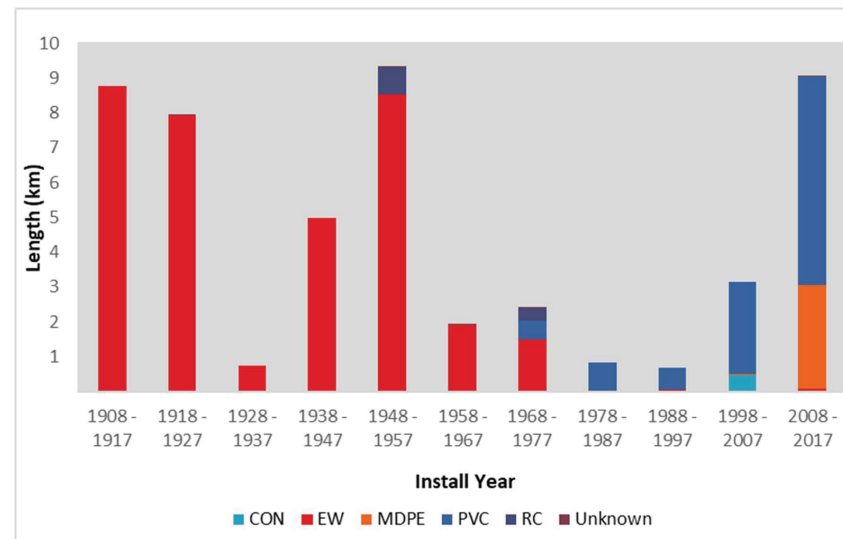


Significant infrastructure issues are tabled below. The highlighted option is the preferred approach for addressing the identified issue.

Issue - A significant percentage of aged and poor condition sewerage mains will need replacement in the next 20 years	
Main Options	Implication of Options
Option 1 -Embark on a renewal plan of all original earthenware in Waimate Town	This is a costly option and is likely to have a significant impact on customers during replacement. This could be the cost effective approach as there would be economies of scale.
Option 2 - Replace pipes on an as needed approach.	This is likely to have severe impacts on the level of service provided. Blockages would become common, and replacing pipes in an 'emergency' situation would be expensive and difficult to coordinate.
Option 3 - Undertake replacement over a period of time	Apply a prioritised approach ensuring that the impact on customers is limited.
Time period	Ongoing – continually reviewed as information becomes available

The following figure illustrates the age profile of the sewerage pipes.

Figure 7.2: Sewerage Pipe Length by Installation Year and Material



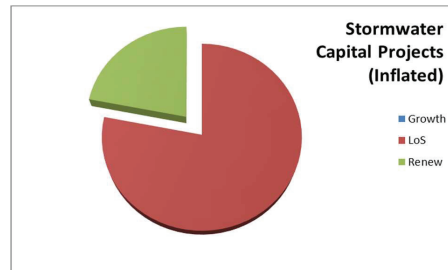
Issue – There is a high level of inflow and infiltration into the sewerage network	
Main Options	Implication of Options
Option 1 Replace all pipes	Not all pipes in the network are subject to infiltration. Even if all infiltration was eliminated, inflow would continue to be a source of peak wet weather flows.
Option 2 Identify the worst pipes and replace them	The age and condition of reticulation pipes suggest some replacement is required. The impact of the worst pipes on levels of service, infiltration and potential leakage in to the environment needs to be addressed.

Issue – There is a high level of inflow and infiltration into the sewerage network		
Main Options	Implication of Options	
Option 3 Implement property surveys to identify inflows use bylaw to seek rectification	This is required to reduce illegal discharges and bring wet weather flows under control. As part of its sewerage resource consent Council is required to improve its management of the scheme and reduce the amount of treated waste that required disposal. The cost of rectification would lie with the party with illegal drainage	
Option 4 – Combination of replacement (option 2) and addressing inflow (option 3)	The issue to be addressed is a combination of inflow, infiltration and pipe condition. To be a responsible operator all factors need to be addressed	
Time period	2018-21, renewals ongoing	
Cost	\$ 21,500 (Inflow investigation 2018-2021)	\$ 22,000 (inflated – 2018-2021)
What is the benefit	LoS/Renewal	
Assumption	-	

7.3 Stormwater

Strategic Goals for the Stormwater Activity are:

- To ensure that adequate Stormwater drainage is provided and maintained for the wellbeing of the public
- To demonstrate responsible management in the operation, maintenance, renewal and disposal of Council owned Stormwater assets.



There are no significant Stormwater issues. Isolated flooding occurs from time to time and this can be addressed with small 'fit for purpose' solutions.

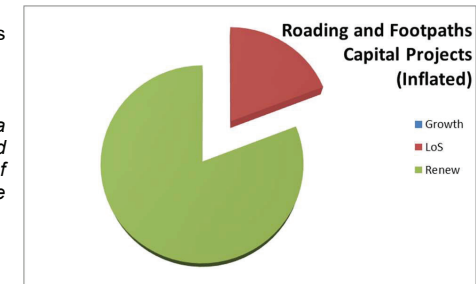
Compliance with the Land and Water Regional Plan is required. This may see increased levels of compliance for discharges (treatment), especially as it relates to industrial discharges. Currently these are very few in the district.

Effective implementation of the Urban Stormwater Management Plan (SMP) is required as Council works towards a global consent for Stormwater management.

7.4 Roads and Footpaths

Council's goal for the roads and footpaths activity is stated in the Transportation Policy.

The purpose of road assets is to provide a sustainable, safe, convenient, comfortable and cost effective road network for the movement of people, goods and vehicles throughout the Waimate District.



Issue - Some of the roads are falling due to the increase of use (traffic numbers and size)		
Main Options	Implication of Options	
Option 1 -Limit vehicle size	Some roads are not suitable for large or oversized vehicles. While Council has the authority to restrict the types of vehicles on the network this would be inconsistent with the district's economic objectives.	
Option 2 – Progressively upgrade all roads across the district	It is acknowledged that there are portions of the network that are no longer fit for purpose. This is an expensive option that could not be justified on the less trafficked routes. Upgrading roads progressively across the district could mean some are providing a very poor level of service while other areas need work urgently.	
Option 3 – Identify key routes and undertake surveys and analysis to identify what works will be required in future	Applying the one-network hierarchy, and looking at key routes for resilience, programme can be developed to undertake works in a timely manner. This may not mean 'worst first' but intervening to prevent increased deterioration	
Time period	Initial investigation 2018-21 then ongoing	
Cost	\$ 250,000 (2018)	
What is the benefit	LoS/Renewal	
Assumption	-	

Issue - Some of the roads are failing due to poor ground conditions and drainage	
Main Options	Implication of Options
Option 1 -Repair failures and limit spending	The network can be kept in use by undertaking repairs, Where there is insufficient structural strength under sealed roads or metal on unsealed roads this will only provide a temporary solution. Levels of service will reduce.
Option 2 – Progressively upgrade all roads across the district	It is acknowledged that there are portions of the network that are no longer fit for purpose. This is an expensive option that could not be justified on the less trafficked routes. Upgrading roads progressively across the district could mean some are providing a very poor level of service while other areas need work urgently.
Option 3 – Identify key routes and undertake surveys and analysis to identify what works will be required in future	Applying the one-network hierarchy, and looking at key routes for resilience, programme can be developed to undertake works in a timely manner. This may not mean 'worst first' but intervening to prevent increased deterioration
Time period	Further investigation 2020-22 then ongoing
Cost	\$ 200,000 (2018)
What is the benefit	Growth/LoS/Renewal
Assumption	-

Issue – Some bridges are no longer suitable for the demands on the network	
Main Options	Implication of Options
Option 1 -No replacements or upgrading	There are very few portions of the network that cannot be accessed by Class 1, 50MAX or HPMV vehicles. Some long routes are required to achieve access
Option 2 – Upgrade all bridges to 50MAX/HPMV	This is a costly option, and while it would provide an excellent level of service it would be likely to take considerable time to implement.
Option 3 – Upgrade key bridges to provide cost effective travel options and some network resilience	Applying the one-network hierarchy, and looking at key routes for resilience, the key bridges can be identified. These are regarded as the priority and can be improved under NZTA's 'low cost-low risk' work category.
Time period	Ongoing
Cost	\$ 1.86M (4 Bridges over 10 Years) \$ 2.12M (inflated)

Issue – Some bridges are no longer suitable for the demands on the network	
Main Options	Implication of Options
What is the benefit	LoS/Renewal
Assumption	-

7.5 Summary of Significant Infrastructure Issues

Aging assets, addressing changing transport demand and improving water supplies are all challenges for Waimate District Council. Over the next ten years investments to improve levels of service will be the priority, and renewal programmes will ramp up for Water and Sewerage activities.

Roading investment levels are reviewed every three years in lines with the government priorities for financial assistance.

The following chart illustrates the key issues and responses.

	Years 1-3	Years 4-10	Years 11-20	Years 21-30
Water Supplies	Treatment upgrades Pipe renewals	Pipe renewals	Pipe renewals	Pipe renewals
Sewerage	Investigate inflow and infiltration Pipe renewals	Reduce inflow and infiltration Pipe renewals	Pipe renewals	Pipe renewals
Stormwater	Urban improvements Global consent	Urban improvements		
Roading and Footpaths	Improved drainage Reseals Some Pavement Rehabilitation	Road strengthening to suit situation Reseals More Pavement Rehabilitation	Reseals Pavement Rehabilitation	Reseals Pavement Rehabilitation

7.5.1 Water

Table 7-3: Significant Water Projects

Scheme	Issue	Issue ID	What are We Doing?	What is the Benefit?	Cost Type (Inflated)	Total Cost (30 years)	First Year Group	Last Year Group
Cannington	Drinking Water compliance upgrade		2018/19		700,000			
Hook Waituna	Drinking Water compliance upgrade		2018/19		400,000			
Lower Waihao	Drinking Water compliance upgrade		2019-21		1,733,000			
Otaio Makikihi	Drinking Water compliance upgrade		2018/19		167,000			
Waihaorunga	Drinking Water compliance upgrade		2019-21		1,048,000			
Waikakahi	Drinking Water compliance upgrade		2019-21		2,928,400			
Waimate Urban	Manchesters Rd Plant treatment filter & UV		2018/19		167,000			
Waimate Urban	Timaru Rd Plant treatment filter & UV		2019/20		278,600			
Waimate Urban	Rising Main Pipe renewals		10 years		434,000			
Waimate Urban	AC Main Pipe renewals		10 years		1,242,200			
Waimate Urban	CI Main Pipe renewals		10 years		1,806,900			

7.5.2 Sewerage

Table 7-4: Significant Sewerage Projects

Scheme	Issue	Issue ID	What are We Doing?	What is the Benefit?	Cost Type (Inflated)	Total Cost (30 years)	First Year Group	Last Year Group
Waimate Urban	Pipe renewals		10 years		3,071,450			
Waimate Urban	Edward Street Upgrade		2018/19		551,000			

7.5.3 Stormwater

Table 7-5: Significant Stormwater Projects

Issue	Issue	Issue ID	What are We Doing?	What is the Benefit?	Cost Type	Total Cost (Inflated)	First Year Group	Last Year Group
Stormwater			Manse Street (Town Belt to Harris, Belt to Town Belt)		2018/19	79,000		
Stormwater			Shearman / Glasgow St – Pipeline & new sumps		2018/19	104,000		
Stormwater			Queen Street – upgrade		2019/20	133,600		
Total								

7.5.4 Roads and Footpaths

Table 7-6: Significant Roothing Projects

Issue	Issue ID	What are We Doing?	Issue	Benefit	Project Type	Total Cost (30 years)	First Year Group	Last Year Group
Roothing		Minor improvements – includes Bridge Renewals		Cost over 10 years (inflated) \$ 6,028,825				
Roothing		Resealing		Cost over 10 years (inflated) \$ 14,048,254				

8.0 FINANCIAL ESTIMATES

The Local Government Act 2002 Section 101B – Infrastructure Strategy states:

(4) The infrastructure strategy must outline the most likely scenario for the management of the local authority's infrastructure assets over the period of the strategy and, in that context, must—

“(a) show indicative estimates of the projected capital and operating expenditure associated with the management of those assets—

“(i) in each of the first 10 years covered by the strategy; and

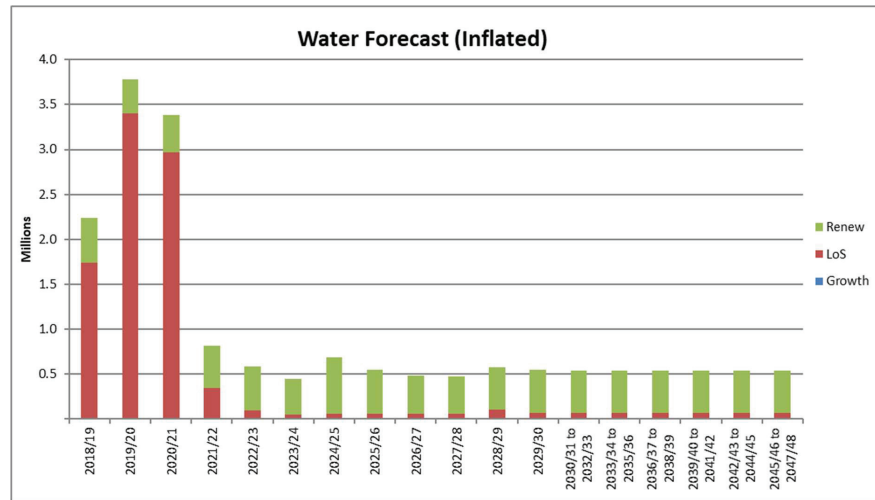
“(ii) in each subsequent period of 5 years covered by the strategy

8.1 Water

The projected capital expenditure associated with the water infrastructure assets are graphically represented below:

Renewing aging pipes (both urban and rural) is an ongoing programme. Early in the period, capital upgrades are required to complete the Lower Waihao, Waikakahi, Hook-Waituna, Cannington and Waihaorunga upgrades

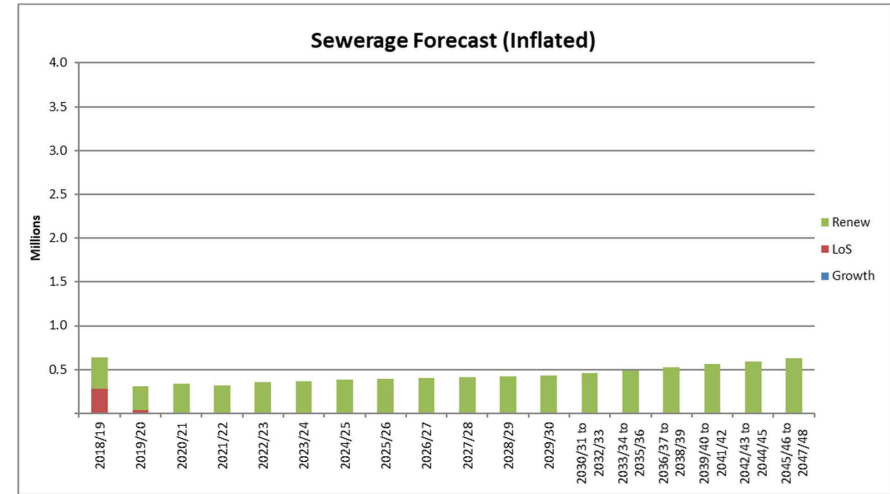
Figure 8.1: Projected Capital Expenditure – Water (Urban and Rural)



8.2 Sewerage

The projected capital expenditure associated with the sewerage infrastructure assets are graphically represented below. As illustrated all forecast expenditure relates to renewals, mostly reticulation.

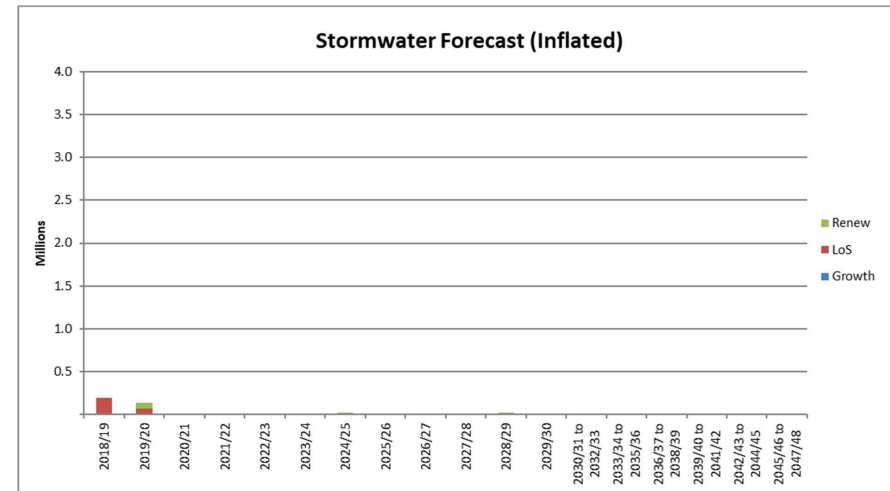
Figure 8.2: Projected Capital Expenditure - Sewerage



8.3 Stormwater

The projected capital expenditure associated with the stormwater infrastructure assets are graphically represented below. The graph illustrated very limited investment early in the planning period:

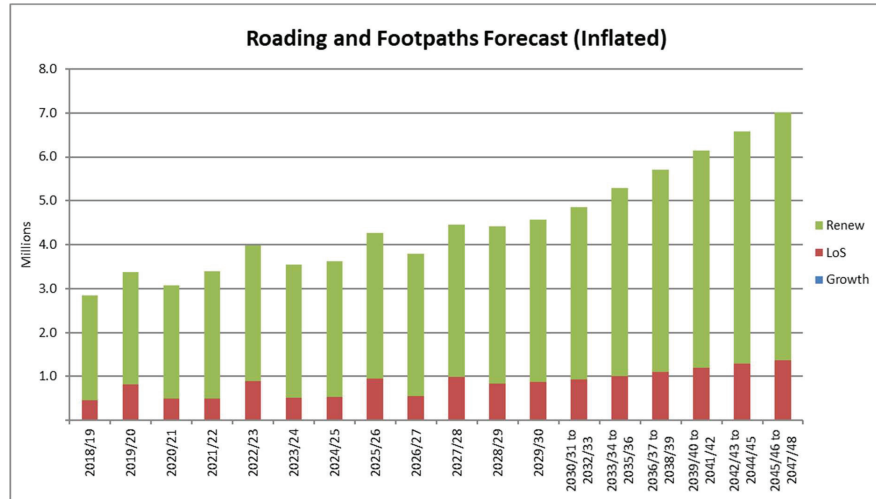
Figure 8.3: Projected Capital Expenditure – Stormwater



8.4 Roads and Footpaths

The projected capital expenditure associated with the Roads and Footpaths infrastructure assets are graphically represented below. Renewal of assets is the greatest portion of the forecast, include both resurfacing, unsealed road metalling and pavement rehabilitation

Figure 8.4: Projected Capital Expenditure – Roads and Footpaths



8.5 Total Expenditure

The combined projected capital expenditure associated with the significant infrastructure assets are graphically represented below:

The 30 year projected capital and operational expenditures associated with the core Infrastructure Assets are graphically represented in Figure 8.5 and Figure 8.6.

These expenditures come from Council's planned capital investments, predicted operations and maintenance cost and renewals forecasting. These expenditures take into account of: all 'significant' and 'non-significant' capital and operational expenditure due to Level of Service, Growth, Operation and Maintenance or Renewal requirements.

Figure 8.5: Projected Capital Expenditure – Infrastructure Assets

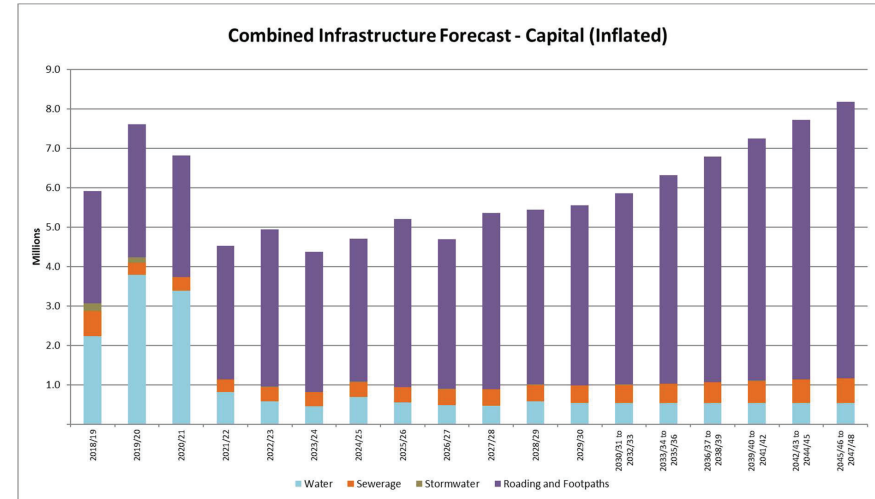
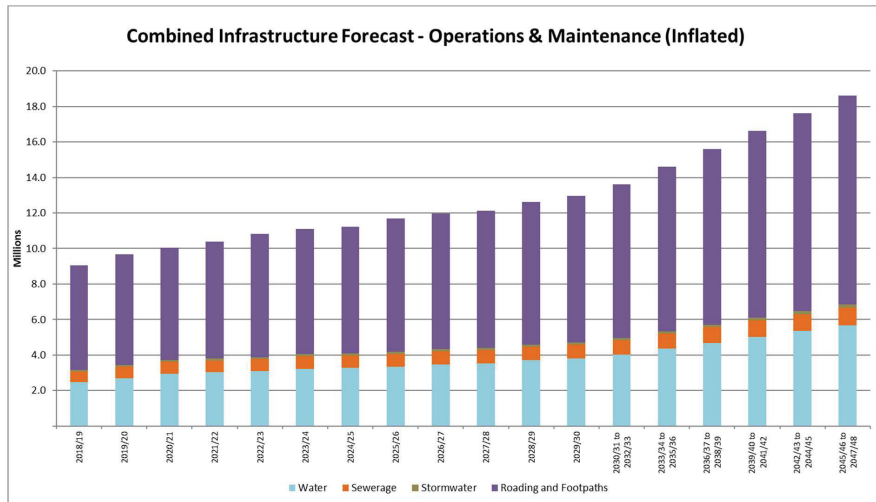


Figure 8.6: Projected Operational Expenditure – Infrastructure Assets



8.6 Financial Impacts of the Infrastructure Strategy

Waimate District Council faces the challenge of aging pipe assets that are due for replacement and a roading network that is under pressure. This infrastructure is vital to the economy of the district and beyond, along with the wellbeing of the community.

The combined forecast for operations and maintenance as well as capital identified is considerable. Core infrastructure costs exceeding \$20 million per year is a challenge for a small community and smart planning is vital.

On the infrastructure side, a focus on criticality and prioritisation is key to investing where it will provide the greatest benefit. This will need to be communicated well as with a prioritised approach there could be differing views on what should be done and what should be delayed.

Alongside this infrastructure strategy, the financial strategy discussed the options for funding these infrastructural challenges. Council is focussed on continuing to support the district and its residents, and this means providing a fair balance of revenue methods, and providing fit for purpose services.

8.7 Expenditure Summary

Summary of the 30- year Infrastructure Asset expenditure (Inflated, \$) for the Roads and Footpaths and 3 Waters and is presented in Table 6 1.

Table 8-1: Expenditure Summary

		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31 to 2032/33	2033/34 to 2035/36	2036/37 to 2038/39	2039/40 to 2041/42	2042/43 to 2044/45	2045/46 to 2047/48
Water	Minor Projects																		
Water	O & M	2,463,828	2,699,615	2,950,427	3,039,458	3,102,800	3,231,804	3,281,309	3,344,950	3,479,438	3,538,474	3,711,802	3,820,637	12,114,919	13,094,433	14,073,947	15,053,460	16,032,974	17,012,487
Water	Growth																		
Water	LoS	1743125	3398640	2968417	348086	94538	51165	59619	61353	55755	57510	104004	69135	201749	215234	208994	211877	211211	211473
Water	Renew	491275	384606	414872	466560	491176	398519	627169	490223	428447	416628	474103	475181	1419417	1392788	1406713	1400149	1403615	1402236
Water	Total Capital	2234400	3783246	3383289	814646	585714	449684	686788	551576	484202	474138	578107	544316	1621166	1608022	1615707	1612026	1614826	1613709
Sewerage	Minor Projects																		
Sewerage	O & M	604,241	634,146	658,515	658,392	663,712	688,697	694,616	704,264	732,984	738,346	753165	766869	2382833	2506172	2629510	2752849	2876187	2999526
Sewerage	Growth																		
Sewerage	LoS	281500	37522	4633	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sewerage	Renew	356799	276018	337066	313989	359775	370094	379925	390975	402056	415350	423101	434537	1372226	1475147	1578069	1680990	1783912	1886834
Sewerage	Total Capital	638299	313540	341699	313989	359775	370094	379925	390975	402056	415350	423101	434537	1372226	1475147	1578069	1680990	1783912	1886834
Stormwater	Minor Projects																		
Stormwater	O & M	97,178	109,209	118,888	118,501	117,932	120,989	120,269	120,393	123,683	123,241	128754	130886	405450	424638	443826	463014	482202	501390
Stormwater	Growth																		
Stormwater	LoS	194700	66820	5265	0	5535	0	5845	0	6195	0	5710	0	11714	5905	11695	5873	11727	5866
Stormwater	Renew	0	72988	0	0	0	0	5845	0	0	0	1461	0	4110	1393	3552	1807	3450	1767
Stormwater	Total Capital	194700	139808	5265	0	5535	0	11690	0	6195	0	7171	0	15824	7298	15247	7680	15177	7633
Roading and Footpaths	Minor Projects																		
Roading and Footpaths	O & M	5,893,347	6,230,096	6,322,438	6,583,226	6,947,589	7,044,900	7,128,889	7,525,499	7,634,408	7,729,749	8040928	8247640	25983188	27843593	29703997	31564402	33424806	35285210
Roading and Footpaths	Growth																		
Roading and Footpaths	LoS	465000	822285	490940	496155	891539	518475	530101	951795	554746	995466	836133	866038	2777550	3046704	3315856	3585009	3854163	4123315
Roading and Footpaths	Renew	2381899	2549987	2586702	2899575	3093340	3030014	3097954	3307022	3241983	3464241	3589220	3702666	11788668	12809675	13830682	14851689	15872696	16893703
Roads	Total Capital	2846899	3372272	3077642	3395730	3984879	3548489	3628055	4258817	3796729	4459707	4425353	4568704	14566218	15856379	17146538	18436698	19726859	21017018

9.0 INFRASTRUCTURE STRATEGY IMPROVEMENT PLAN

Council is committed to on-going improvement in the quality of the Water, Sewerage, Stormwater and Roads and Footpaths services management practices. This is reflected in the implementation of asset management systems and associated data collection and maintenance requirements.

The Infrastructure Strategy Improvement Plan is integral to that approach, quantifying current business practice and measuring progress toward an identified future position. The Improvement Plan is focused on the following key areas:

- Scheme Knowledge and Asset Condition
- Demand Management
- Project planning and coordination
- Communications

While reappraisal is an on-going process, the Improvement Plan will form the basis of the Water, Sewerage, Stormwater and Roads and Footpaths services annual business planning. An overarching Improvement Plan for this Infrastructure Strategy is presented in Table 9 1.

Table 9-1: Improvement Projects

Strategy Component	Specific Asset Management Improvements
Scheme Knowledge and Asset Condition	Ongoing data collection to ensure assets are understood and condition information is sufficient to develop robust renewal programmes
Demand Management	Collect traffic data (including heavy traffic) to identify level of service gaps, model pavement renewals and prioritise works.
Project planning and coordination	Prepare robust forward programmes and improve co-ordination between renewal programmes across asset types and other projects
Communication	Develop communication tools to engage the community and explain the prioritisation that will be required

These items are discussed in further detail in each of the Activity Management Plans.

10.0 GLOSSARY OF ACRONYM'S AND OTHER TERMS

AC – Asbestos Cement
AEE – Assessment of Environmental Effects
AMIS – Asset Management Information System
AP – Annual Plan
AVG Filter - automatic valve-less gravity filter
CI – Cast Iron
FAR – Funding Assistance Rate
GNS – Geological Nuclear Science
HPMV – High Productivity Motor Vehicle
HCV – High Capacity Vehicle
I&I – Inflow and Infiltration
Infrastructure - Roading, footpaths and 3 Waters
K&C – Kerb and Channel LTP - Long Term Plan
LoS – Levels of Service
Normalising or Harmonising – sharing
NZTA – New Zealand Transport Agency
NRRP – Natural Resources Regional Plan
O&M – Operations and Maintenance
ONRC – One Network Road Classification
PLWRP – Proposed Land and Water Regional Plan
PWWF – Peak Wet Weather Flow
RAMM - Road Assessment and Maintenance Management
RTC – Regional Transport Committee
SCADA – Supervisory Control and Data Acquisition
SMP – Stormwater Management Plan
WWTP – Waste Water Treatment Plant

FEES AND CHARGES 2018/19

The following tables outline the Fees and Charges that apply to certain Council activities where a 'user pays' principle is applied to offset part or all costs.

The fees and charges schedule is prepared using GST inclusive figures and paid in advance or on application

All fees and charges are GST inclusive.	2017/18	2018/19
DISCRETION		
The Chief Executive is authorised to reduce deposits or fees in cases of reduced staff input being required or in special circumstances. Where Council charges are based on the recovery of Council costs, these will be calculated as follows:		
Officers — at Council charge-out labour rates expenses — and the actual costs incurred by Council Mileage for vehicle — at IRD charge-out rates (\$0.73)		
URBAN WATER, SEWAGE AND STORMWATER		
Network Application Fees		
Connections / Disconnections — Urban Water, Sewer, Stormwater — per valuation number	\$125.00	\$130.00
Hydraulic Modelling — per connection	\$300 plus difference to cover actual cost	\$552.00 plus difference to cover actual costs
Utility Physical Works		
Urban Water, Sewer, Stormwater	Actual Cost	Actual Cost
Targeted Connection Fees		
Sewer Connections (Capital Contribution GST inclusive)		
High Street Sewer Extension - Gravity Main	\$4,581.30	\$4,663.80
High Street Sewer Extension - Pumped Main	\$6,651.30	\$6,771.00
Timaru Road Sewer Extension	\$15,000.00	\$15,000.00
Mill Road Sewer Extension	\$12,379.00	\$12,935.00
King Street Sewer Extension	\$12,539.30	\$12,765.00
Capital Contribution		
For a newly created lot due to subdivision or an existing parcel of land within the newly designated urban/ business zone for urban Waimate that previously have not paid any vacant rates for utilities.		
Urban Water	\$1,750.00	\$2105.00
Sewer	\$1,750.00	\$5,625.00
Stormwater	\$1,750.00	\$1,545.00

All fees and charges are GST inclusive.	2017/18	2018/19
Extraordinary Water Supply		
Properties in excess of one hectare or properties deemed to have an extraordinary supply as outlined in the Waimate District Council Bylaws, section 1418.3, shall be equipped with a metered water connection. Any water used in excess of 200m ³ within a six month period is charged at \$1.00 per m ³ .	\$0.70 per m ³	\$1.00 per m ³
Urban Water Backflow Preventer		
Registration and inspection — per annum	\$60.00	\$100.00
Other Fees		
Application is required to take bulk water from the Urban supply.		
Bulk water will be charged at per m ³ take.		
Council will provide metered, double checked stand pipe with conditions of use.		\$5.00 per m ³
Unauthorised water tampering or take from the Urban supply		\$2,000.00 plus actual cost
RURAL WATER SUPPLY		
Application Fees		
Connections, Alterations and Disconnections	\$125.00	\$130.00
Additional Connections — appended to primary application, alteration and disconnections	\$35.00	\$50.00
Hydraulic Modelling — per connection	\$300 plus difference to cover actual cost	\$552.00 plus difference to cover actual costs
Utility Physical Works		
Rural Water	Actual Cost	Actual Cost
Capital Contribution		
Capital Contribution for all rural water schemes	\$2.00 per litre per day	2.00 per litre per day

All fees and charges are GST inclusive.	2017/18	2018/19
Targeted Connection Fees		
Water Connections		
Glenavy Developments - Bignall Lane, Cherry Lane, Stocker Lane (Note: allocation 1000L per day)	Capital Contributions paid at time of Resource Consent.	Capital Contributions paid at time of Resource Consent
Willowbridge Water Extension	\$2,719.75	\$2,719.75
Other Fees		
Restrictor Frost Plug (available at Waimate District Council Office)	No Charge	No Charge
Restrictor Screen (available at Waimate District Council Office)	No Charge	No Charge
Installation of Restrictor Frost Plug	\$50.00	\$50.00
Installation of Restrictor Screen	\$50.00	\$55.00
Installation of Restrictor Face Plate (for reasons other than fair wear and tear)	\$110.00	\$110.00
Replace Point of Supply — Restrictor unit and associated fittings (for reasons other than fair wear and tear)	\$250.00 plus difference to cover actual cost	Min \$250.00 plus difference to cover actual cost
Pipeline Location and notification of works around water scheme network infrastructure	No Charge	No Charge
Unauthorised actions, resulting in damage to the water scheme network infrastructure	Actual Cost	Actual Cost
Staff Charge Out Fees	Actual Cost	Actual Cost
Unauthorised Water Tampering	\$2,000.00 plus actual cost	\$2,000.00 plus actual cost
Emergency Additional Supply		
Business Hours (8.00am — 4.30pm Mon — Fri)	\$250.00	\$250.00
After Hours, Weekends and Public Holidays	\$350.00	\$350.00

All fees and charges are GST inclusive.	2017/18	2018/19
Temporary Water Allocation		
Temporary water allocation is charged at three times the normal scheme rate plus re-jetting fees of \$90 per visit (two visits required)		Temporary water allocation is charged at three times the normal scheme rate plus re-jetting fees of \$90 per visit (two visits required)
Waste Water		
Effluent disposal into Waimate into Waste Water Treatment Plant at grit trap on Racecourse Road		\$10.00 per m3
WASTE MANAGEMENT		
Refuse Kerbside Collection		
Refuse bins can be allocated to a property during the financial year and will be payable in advance based on months remaining and thereafter it will be charged on your rates.		
Collection days on Council website.		
Official Waimate District Council Rubbish Bag (available from Council Office and Information Centre)	\$7.50	\$8.00
Resource Recovery Park		
Note: Charging is determined by volume. Examples of vehicles are indicative only.		
Refuse (Rubbish)		
Standard rubbish bag 60 litre	\$7.00	\$7.00
Small to Medium loads up to 2 m3 of refuse e.g. car, station wagon, ute, trailer or van.		\$26.00 per m3 or part charge there of
Large load >2 cubic metres eg large trailer or light truck	\$29.00 per m3	\$29.00 per m3
Weighed load eg trucks larger than 2.5 tonnes tare (per tonne)	\$260.00	\$260.00
Whiteware — drop off	\$15.00	\$15.00
Vehicles — drop off	*\$30.00	*\$30.00

All fees and charges are GST inclusive.	2017/18	2018/19
*An additional \$20.00 charge applies if cars contain liquids, refuse or other material. Note: Direct to Redruth all trucks only — charged directly by Timaru District Council.		*An additional \$20.00 charge applies if cars contain liquids, refuse or other material. Note: Direct to Redruth all trucks only — charged directly by Timaru District Council.
Greenwaste or Hardfill		
Small to Medium loads from half to 2 m3 of greenwaste e.g. car, station wagon, ute, trailer or van.		\$13.00 per m3 or part charge there of
Large load >2 cubic metres eg large trailer or light truck	\$13.00 per m3	\$13.00 per m3
Weighed load, eg trucks larger than 2.5 tonnes tare (per tonne)	\$76.00	\$76.00
Recyclables and Escrap		
All Recyclables	No Charge	No Charge
Escrap — all items excluding charged items listed below	No Charge	No Charge
All TVs	\$12.00	\$12.00
CRT computer monitors	\$12.00	\$12.00
Tyres	\$7.00	\$7.00
Extraordinary Access Resource Recovery Park (additional to above charges)		
(a) Request and appointment — two hours notice 8.00am – 5.00pm working day	\$60.00	\$60.00
(b) As above, except appointment outside hours	\$110.00	\$110.00
(c) Extra 'on demand' fee to waive notice requirement additional to either (a) or (b)	\$60.00	\$60.00

All fees and charges are GST inclusive.	2017/18	2018/19
ROADING AND FOOTPATHS		
Road Opening		
Deed of grant for private service on or along road	\$345.00	\$356.50
Utility corridor access request major project	\$345.00 and actual costs	\$356.50
and actual costs		
Minor project — Corridor access	\$65.00	\$69.00
Seal opening reseal fee	\$15.00 per m2	\$15.00 per m2
Traffic Overweight Permit		
Plus actual and reasonable costs for any structural checking and inspections where required	\$65.00 and actual costs	\$65.00 and actual costs
Applications Fees and Licences		
Regular Dairy Stock Crossing Licence	\$345.00	\$356.50
Dairy Stock Crossing Licence Non-compliance Fee	\$120.00	\$120.00
Road Encroachment, Cattle Stop, Gate (plus advertising)	\$65.00	\$69.00
Storage on roadside	\$65.00	\$120.00
Construct of kerb crossing or vehicle access — actual and reasonable cost recovery.	Actual cost	Actual cost
Penalty fee for non-notification on permitted activities	\$500.00	\$500.00
Urgent permits will incur an additional mileage fee at the current IRD rate	\$0.73 per km	\$0.73 per km
Temporary Road Closures		
Community Events — non-commercial or not-for-profit organisations	No Charge	Upon Application
Application fee for administering the Road Closure.		
This does not include Traffic Management plan and signage, these are at the event organisers cost.	\$500.00	\$500.00
External advertising	Actual Cost	Actual Cost
Damage assessment inspection	Actual Cost	Actual Cost
Road damage repair	Actual Cost	Actual Cost
Road / Street / Footpath Damage		
Bond — for Asset Protection, new build. This bond will only be refunded on demonstration that there has not been any damage or interference with any works or property owned, constructed, acquired or used by Waimate District Council.	\$1,650.00	\$1,650.00

All fees and charges are GST inclusive.	2017/18	2018/19
Council may charge at cost for the repair of any damage to the footpath or street incurred as a result of house relocation, building, demolition or similar activities.	Actual Cost	Actual Cost
CAMPING		
Victoria Park Motor Camp		
Standard Cabins		
Per adult — per night	\$30.00	\$30.00
Per child (under 12 years) — per night	\$6.00	\$6.00
Long term, per person — per week	\$125.00	\$130.00
En Suite Cabins		
Single adult — per night	\$50.00	\$50.00
Two adults — per night	\$80.00	\$80.00
Additional person — per night (greater than two adults per night fee)	\$15.00	\$15.00
Long term, per person — per week	\$220.00	\$220.00
Camping — Power Sites		
Per adult — per night	\$15.00	\$15.00
Per child (under 12 years) — per night	\$5.00	\$5.00
Long term, one person — per week	\$90.00	\$100.00
Long term, two people — per week	\$120.00	\$130.00
Camping — Non-power Sites		
Per adult — per night	\$14.00	\$14.00
Per child (under 12 years) — per night	\$5.00	\$5.00
Long term, one person — per week	\$85.00	\$90.00
Long term, two people — per week	\$115.00	\$120.00
Other Charges		
On-site Caravans — per person, per night	\$30.00	\$30.00
Shower — Non-campers, per person	\$3.00	\$3.00
Knottingley Park		
Camping — Power Sites		
Per adult — per night	\$14.00	\$15.00
Per child (under 12 years) — per night	\$5.00	\$5.00
Long term, one person — per week	\$90.00	\$100.00
Long term, two people — per week	\$120.00	\$130.00

All fees and charges are GST inclusive.	2017/18	2018/19
Camping — Non-power Sites		
Per adult — per night	\$13.00	\$14.00
Per child (under 12 years) — per night	\$5.00	\$5.00
Long term, one person — per week	\$80.00	\$90.00
Long term, two people — per week	\$110.00	\$120.00
Other Charges		
Shower — Non-camper, per person	\$3.00	\$3.00
Dump Station	\$5.00	\$5.00
Waitaki Lakes		
Season Ticket	\$330.00	\$340.00
Extra adults — per night	\$10.00	\$10.00
Camp Site, two adults & dependants under 16 years — per night	\$20.00	\$20.00
Individual adult camper — per night	\$10.00	\$10.00
Waitaki Lakes – Living on moored yachts same fees apply as to campers		
St Andrews Domain		
Camping — Power Sites		
Per adult — per night	\$14.00	\$15.00
Per child (under 12 years) — per night	\$5.00	\$5.00
Long term, one person — per week	\$90.00	\$90.00
Long term, two people — per week	\$120.00	\$120.00
Camping — Non-power Sites		
Per adult — per night	\$13.00	\$13.00
Per child (under 12 years) — per night	\$5.00	\$5.00
Long term, one person — per week	\$80.00	\$80.00
Long term, two people — per week	\$110.00	\$110.00
Other Charges		
Shower — Non-camper, per person	\$3.00	\$3.00
Dump Station	\$5.00	\$5.00
Morven Reserve Camping		
Powered and non-powered sites, per person — per night	\$10.00	\$10.00

All fees and charges are GST inclusive.	2017/18	2018/19
CEMETERIES (WAIMATE AND OTAIO CEMETERIES)		
Interments		
Ashes	\$195.00	\$195.00
Stillborn and Babies (up to 12 months)	\$150.00	\$150.00
Children (1 - 12 years)	\$440.00	\$440.00
Adult	\$790.00	\$790.00
Extra Depth (double)	\$850.00	\$850.00
Old Cemetery Plot Opening — Concrete Plot	\$265.00	\$265.00
Plot Purchase (including concrete beam)		
Ash Plots	\$345.00	\$345.00
Stillborn and Babies (up to 12 months)	\$335.00	\$335.00
Children (1 - 12 years)	\$465.00	\$465.00
Adult	\$1,030.00	\$1,030.00
Additional Charges		
Interments — Saturdays, Sundays or Statutory Holidays, also Monday to Friday after 3.00pm May to September and after 4.00pm October to April	\$440.00	\$440.00
Ashes Interments on Saturdays, Sundays or Statutory Holidays	\$135.00	\$135.00
Dig Grave — Saturdays, Sundays or Statutory Holidays	\$400.00	\$400.00
Ashes Dig Saturdays, Sundays or Statutory Holidays	\$170.00	\$170.00
Triple Depth Plot — Old Cemetery only	\$700.00	\$700.00
Record search (in excess of one per day)	\$15.00	\$15.00
SWIMMING POOL		
Admission		
Adult — per swim	\$4.00	\$4.00
Child — per swim	\$2.00	\$2.00
Pre-School Child — per swim	No Charge	No Charge
80 years and over	No Charge	No Charge
Family Season Ticket (Two adults, two children)	\$170.00	\$170.00
Adult Concessions — per 20 swims	\$70.00	\$70.00
Child Concessions — per 20 swims	\$35.00	\$35.00
Adult Season Ticket	\$148.00	\$148.00
Child Season Ticket	\$75.00	\$75.00

All fees and charges are GST inclusive.	2017/18	2018/19
Pool Hire		
Schools — per hour	\$50.00	\$50.00
Swimming Club — per hour	\$50.00	\$50.00
Other — per hour	\$60.00	\$60.00
Provision of Life Guard — per hour	\$35.00	\$35.00
Parks		
Power for Seddon Square — Charges will be fixed on individual requests taking usage into account.		
LIBRARY		
Membership	No Charge	No Charge
Replacement Card (Adult & Children)	\$4.50	\$4.50
Borrowing		
New Fiction — per three weeks	\$1.20	\$1.20
Magazines — per two weeks	\$0.70	\$0.70
CDs — per three weeks	\$2.50	\$2.50
DVDs — per three days	\$4.00	\$4.00
E Books	No Charge	No Charge
Overdue Charges		
Adult Item 1-13 days overdue – per item	\$2.00	\$2.00
Adult Item 14-20 days overdue – per item	\$4.00	\$4.00
Adult Item 21 days onwards – per item	\$8.00	\$5.00
Child and Young Adult Item overdue		No Charge
Lost Items after 30 days	Replacement plus \$15.00 admin charge	Replacement plus \$15.00 admin charge
Services		
Interloan (minimum charge)	\$6.50	\$6.50
plus postage		
Reserves (Adult and Children)	No Charge	No Charge
Internet use	No Charge	No Charge
Scanning — per scan	\$1.00	\$1.00
Printing/Photocopying per A4 page/black and white	\$0.20	\$0.20
Printing/Photocopying per A3 page/black and white	\$0.50	\$0.50
Printing/Photocopying per A4 page/colour	\$2.00	\$2.00

All fees and charges are GST inclusive.	2017/18	2018/19
Printing/Photocopying per A3 page/colour	\$3.00	\$3.00
Note: No charge for school children's projects.		

ECONOMIC DEVELOPMENT – MARKETING

Brochure Display – Waimate District Tourism Business		No Charge
Brochure Display – non-Waimate District Tourism Business	\$155.25	\$155.25
Tier One – Basic Website Business Listing – per annum	No charge	No charge
Tier Two – paid link – per annum	\$69.00	\$69.00
Tier Three – Facebook post – per annum	\$207.00	\$207.00
Tier Four – blog article – per annum	\$345.00	\$345.00
Web page – per annum	\$304.75	\$304.75
Real Estate blog – per property	\$276.00	\$276.00
Real Estate blog – per additional property	\$69.00	\$69.00
Facebook post – each	\$138.00	\$138.00
Web blog and post - each	\$276.00	\$276.00

WAIMATE EVENT CENTRE

The below charges are priced for local uses (ie Waimate District residents). Commercial, out-of-district users and special event hire rates are available on request. Quoted prices will vary depending on the nature of the event, spaces required, door charges, services required etc. A bond of up to \$1,000 may be charged depending on the usage/function. The Waimate Event Centre reserves the right to adjust the final account based on the actual level of use, additional services provided and any damage incurred.

Casual Hire

Casual hire – per person per ½ hour, per available activity.		
Available activities – Badminton, Basketball shots, Netball shots, Table Tennis, walking.	\$3.00	\$3.50
Table Tennis (per table)— per 1/2 hour		\$7.00

Court Hire – per court

Per hour	\$30.00	\$35.00
One session — up to four hours	\$110.00	\$125.00
Two consecutive sessions — up to nine hours	\$220.00	\$250.00
Three consecutive sessions — full day and evening	\$320.00	\$350.00

Meeting Room, Mezzanine Floor or Gallery (up to 20 people)

Per hour	\$20.00	\$23.00
One session — Up to four hours	\$60.00	\$70.00

All fees and charges are GST inclusive.	2017/18	2018/19
Two consecutive sessions — up to nine hours	\$110.00	\$125.00
Three consecutive sessions — full day and evening	\$160.00	\$180.00

Function Room Hire (up to 50 people)

Per hour	\$30.00	\$35.00
One session — Up to four hours	\$90.00	\$125.00
Two consecutive sessions — up to nine hours	\$150.00	\$250.00
Three consecutive sessions — full day and evening	\$210.00	\$350.00

Cricket Pitch (up to 6 people in netted area)

Casual per person per hour	\$6.00	\$7.00
Per hour	\$20.00	\$23.00
One session — Up to four hours	\$60.00	\$70.00
Two consecutive sessions — up to nine hours	\$110.00	\$125.00
Three consecutive sessions — full day and evening	\$160.00	\$180.00

Kitchen or Bar Hire

Per hour	\$30.00	\$23.00
Tea and Coffee only — per hour		\$10.00
One session — Up to four hours	\$60.00	\$70.00
Two consecutive sessions — up to nine hours	\$85.00	\$125.00
Three consecutive sessions — full day and evening	\$125.00	\$180.00

In-line Skating (approved skates required)

Children (under 15 years) — per hour	\$6.00	\$7.00
Adult — per hour	\$10.00	\$11.50
Skate hire — per hour	\$2.00	\$2.50

Climbing Wall

Children (under 15 years) — per hour	\$6.00	\$7.00
Adult — per hour	\$10.00	\$11.50
Family Pass (two adults, two children) — per hour	\$25.00	\$30.00
Supervision fees – per hour, per supervisor (Where Supervision is provided by Event Centre)		
Pre-approved Supervision must be registered with Event Centre.	\$35.00	\$40.00
Group Session (up to 20 people)		
Per hour	\$45.00 plus supervision fees if required	\$50.00 plus supervision fees if required

All fees and charges are GST inclusive.	2017/18	2018/19
School Holiday Programmes (as scheduled — Contact Event Centre for details)		
Activities will be charged as advertised. Children under the age of 14 years are very welcome but must be accompanied by an adult/parent/guardian.		
Other Charges		
School Groups – calculated on number of students		Price on request
Public Holiday Surcharge	15%	15%
After Hours Staff Charge — per hour (for any booking outside of advertised opening hours)	\$35.00	\$40.00
Cancellation of booking — charge may apply \$20 or 15% whichever is greater (within 30 days of booking)	\$30.00	\$20.00
Additional cleaning — per hour minimum charge	\$35.00	\$40.00
Security unlock/lock up (before 8am and/or after 10pm)	\$60.00	\$60.00
Event bond – may apply	\$1,000.00	\$1,000.00
Tournament/Season Bond		\$500.00
Damage to Event Centre	Actual Cost	Actual Cost
Catering – by arrangement	By arrangement	price on request
Catering Staff — per hour, per staff member	\$35.00	\$40.00
User clubs storage (per annum)	\$50.00	\$60.00
Data Projector and Screen		\$10.00
Electronic Key Tag (for authorised Fitness Centre/Squash Club area)		
New electronic key tag	\$15.00	\$15.00
Replacement electronic key tag	\$20.00	\$20.00
Note: key tags no longer required can be returned to Waimate District Council and a \$5.00 refund will be provided		
INFORMATION SERVICES		
Specific requests for copies of records or information held under the Official Information and Meetings Act 1987	First 30 mins no charge	First 30 mins no charge
Labour charge rate (after 30 mins)	\$60.00 per 30 mins plus disbursements	\$38.00 per 30 mins plus disbursements

All fees and charges are GST inclusive.	2017/18	2018/19
Council Document Reproduction (e.g. Annual Plan, Annual Report):		
Printing/Photocopying per A4 page/black and white		\$0.20
Printing/Photocopying per A4 page/colour		\$2.00
Full document (black and white) inc binding		\$25.00
Full document (colour) inc binding		\$65.00
When promotional material is received part way through the year, the cost of brochure display will be calculated on a pro rata basis.		
GEOGRAPHICAL INFORMATION SYSTEMS		
Map printing charges		
Print A4 — Colour	\$10.50	\$10.50
Print A4 — Black and White	\$7.00	\$7.00
Print A3 — Colour	\$12.50	\$12.50
Print A3 — Black and White	\$8.00	\$8.00
Print A2 — Colour	\$24.00	\$24.00
Print A2 — Black and White	\$13.00	\$13.00
Print A1 — Colour	\$47.00	\$47.00
Print A1 — Black and White	\$24.50	\$24.50
Print A0 — Colour	\$70.00	\$70.00
Print A0 — Black and White	\$37.00	\$37.00
Laminate A4 and A3	\$4.50	\$4.50
Laminate A2, A1 and A0	\$10.00	\$10.00
Customised mapping charges		
Non-profit — per 15 mins (or part thereof)	\$16.00	\$16.00
Public — per 15 mins (or part thereof)	\$25.00	\$25.00
Other charges		
District RAPID number book	\$200.00	\$200.00
District RAPID number book for Emergency Services	No Charge	No Charge
RAPID number plates — including plate	\$60.00	\$60.00
RAPID number plates — replacement or additional supply only	\$40.00	\$40.00

All fees and charges are GST inclusive.	2017/18	2018/19
BUILDING		
Building Consents		
Building consent fees exclude all travel charges (which are based on district rating zones), BRANZ Levy, DBH Levy and Building Consent Authority Accreditation Levy charges. Additional inspections are charged as per the schedule of fees and charges.		
NOTE: Building Research Association New Zealand (BRANZ) and Department of Building and Housing levies, are to be paid in addition to the total fee, as set by statute and may be subject to change		
Log Fire — includes 1 Inspection, PIM, CCC, Processing	\$299.00	\$299.00
Project Value \$0.00 - \$5,000 (Carports etc) — includes 2 Inspections, PIM, CCC, Processing	\$319.00	\$319.00
Project Value \$5,001 - \$15,000 (Minor Alterations, Additions, Garage, Farm Buildings) — includes 3 Inspections, PIM, CCC, Processing	\$694.00	\$694.00
Project Value \$15,001 - \$25,000 (Sleepout, Alteration, Additions, Farm Buildings) — includes 3 Inspections, PIM, CCC, Processing	Residential: \$823.00 Commercial/ Industrial: \$963.00	Residential: \$823.00 Commercial/ Industrial: \$963.00
Project Value \$25,001 - \$50,000 (Large Alterations, Additions, Commercial) — includes 5 Inspections, PIM, CCC, Processing	Residential: \$1,155.00 Commercial/ Industrial: \$1,295.00	Residential: \$1,155.00 Commercial/ Industrial: \$1,295.00
Project Value \$50,001 - \$100,000 (Large Alterations, Additions, Farm Buildings, Commercial, Industry) — includes 9 Inspections, PIM, CCC, Processing	Residential: \$2,280.00 Commercial/ Industrial: \$2,420.00	Residential: \$2,280.00 Commercial/ Industrial: \$2,420.00
Project Value \$100,001 - \$300,000 (New Dwelling, Commercial, Industrial, Processing) — includes 13 Inspections, PIM, CCC, Processing	Residential: \$3,180.00 Commercial/ Industrial: \$3,320.00	Residential: \$3,180.00 Commercial/ Industrial: \$3,320.00
Project Value \$300,001 - \$500,000 (New Dwelling, Commercial Industrial, Processing) — includes 13 Inspections, PIM, CCC, Processing	Residential: \$3,780.00 Commercial/ Industrial: \$3,920.00	Residential: \$3,780.00 Commercial/ Industrial: \$3,920.00

All fees and charges are GST inclusive.	2017/18	2018/19
Project Value \$500,001 - \$1,000,000 (New Dwelling, Commercial Industrial, Processing) — includes 13 Inspections, PIM, CCC, Processing	Residential: \$4,380.00 Commercial/ Industrial: \$4,520.00	Residential: \$4,380.00 Commercial/ Industrial: \$4,520.00
Project Value greater than \$1,000,001 (New Dwelling, Commercial Industrial, Processing) — includes 13 Inspections, PIM, CCC, Processing	\$4520.00 plus actual hours processing at \$200.00 per hour	\$4520.00 plus actual hours processing at \$200.00 per hour
Additional Building Consent Fees		
Additional Inspection Fee (plus applicable travel charge)	\$125.00	\$125.00
Re-inspection Fee (plus applicable travel charge)	\$125.00	\$125.00
Travel Charges, as per rating zones — Zone 1	\$32.70	\$32.70
— Zone 2	\$60.80	\$60.80
— Zone 3	\$141.60	\$121.60
Septic tank & effluent field only	\$444.00	\$444.00
Project Information Memorandum (PIM) Costs		
Log Fire	\$30.00	\$30.00
Up to \$15,000 (Garage, carports, minor alterations, additions)	\$50.00	\$50.00
Over \$15,000 (All residential dwellings, alterations, garages, farm buildings)	\$260.00	\$260.00
All commercial & industrial work (new and alterations)	\$400.00	\$400.00
Certificate of Acceptance		
Lodging and administration	\$350.00	\$350.00
Technical process — per hour	\$270.00	\$270.00
Inspection (plus applicable travel charge)	\$200.00	\$200.00
Other Fees		
Processing Fees — Plan check/amended plans — per hour	\$200.00	\$200.00
Compliance schedule (includes Compliance Schedule Statement)	\$300.00	\$300.00
Compliance schedule amendments	\$150.00	\$150.00
Warrant of Fitness reminders/acknowledgement of receipt	\$100.00	\$100.00
Warrant of Fitness audit	\$250.00	\$250.00

All fees and charges are GST inclusive.	2017/18	2018/19
Notice to Rectify (Dangerous and Insanitary Buildings)	Actual cost	Actual cost
Marquees over 100m2 (plus applicable travel charge)	\$75.00	\$75.00
Statistical reports — per year	\$300.00	\$300.00
Statistical report — one off	\$50.00	\$50.00
Reports and advisory functions	Actual cost	Actual cost
Mileage per km (where applicable and/or at current IRD rates)	\$0.73	\$0.73
Fire and Emergency New Zealand (FENZ) — section 46 notice (plus any FENZ charges)	Current NZ Fire Service Charge	Current FENZ Charge
Notice to Fix	\$300.00	\$300.00
Certificate under Sale and Supply of Alcohol Act 2012	\$170.00	\$170.00
Application to extend time for which a building consent is valid	\$130.00	\$130.00
Fencing of swimming pools modification (includes report to Council)	\$260.00	\$260.00
Property file access and view records	\$35.00	\$35.00
Monitoring of swimming pools	\$260.00	\$180.00
Re-inspection of swimming pools	\$260.00	\$180.00
Investigation of illegal building work	Actual cost	Actual cost
Section 75 — Construction of building on 2 or more allotments — sign off	\$60.00	\$60.00
Certificate of Public Use	\$400.00	\$400.00
Certificate of Title	\$20.00	\$20.00
Levies		
BRANZ Levy exemption up to \$20,000	No Charge	No Charge
BRANZ Levy on value over the exemption amount of \$19,999.99	\$1.00 per \$1,000 of project value	\$1.00 per \$1,000 of project value
MBIE Levy exemption up to \$20,443	No Charge	No Charge
MBIE Levy on value over the exemption amount of \$20,444	\$2.01 per \$1,000 of project value	\$2.01 per \$1,000 of project value
Building Consent Authority Accreditation Levy (minimum charge \$1.00)	\$1.00 per \$1,000 of project value	\$1.00 per \$1,000 of project value

All fees and charges are GST inclusive.	2017/18	2018/19
COMMUNITY HOUSING		
Single unit, per week	\$85.00	\$88.00
Double unit, per week	\$90.00	\$93.00
RESOURCE MANAGEMENT		
The Lodgement Fee will be required to accompany the Resource Consent Application. An invoice will be sent for additional fees. The Lodgement Fee is a deposit only and may not be the complete charge. There may be additional fees or a part refund as explained above		
If applications for resource consent and applications to change or cancel conditions are not processed within the statutory time frames, discounts shall be paid on administrative charges. The discounts shall be in accordance with the Regulations to the Resource Management Act 1991.		
Section 36 of the Resource Management Act 1991 enables Council to charge additional fees to recover actual and reasonable costs where the Lodgement Fee is inadequate.		
When the total cost to process an application exceeds the Lodgement Fee, Charge Out Rates may apply.		
Council also reserves its discretion to refund part of the fixed fee if the work required to process the application is less than usual.		
These fees will not be refunded if the application is declined or withdrawn.		
For Financial Contributions please see the Waimate District Council Financial Contributions Policy or the Waimate District Plan.		
Resource Consent Applications		
Notified Consent	\$4,000.00 deposit	\$4,000.00 deposit
Limited Notified (service only) Consent	\$2,000.00 deposit	\$2,000.00 deposit
Non-notified Subdivision Consent	\$1,000.00 deposit	\$1,000.00 deposit
Non-notified Land Use Consent	\$800.00 deposit	\$800.00 deposit
Non-notified Land Use Consent (minor)	\$400.00 deposit	\$400.00 deposit
Non-notified Subdivision Consent — Change to flats plan or unit title	\$660.00 deposit	\$660.00 deposit
Lodgements		
Revocation of Easements (not included in Subdivision Consent)	\$460.00	\$460.00
Existing Allotments Section 226 Certificate (new titles created)	\$235.00	\$235.00

All fees and charges are GST inclusive.	2017/18	2018/19
Section 223 Certificate (subdivision sealing completion)	\$235.00	\$235.00
Section 224(c) Certificate including Section 223 Certificate	\$235.00	\$235.00
Removal of building line restriction	\$460.00	\$460.00
Certificates of Compliance	\$460.00	\$460.00
Boundary Activity Application		\$300.00 deposit
Marginal or Temporary Activity Applications		\$300.00 deposit
Change or cancellation of conditions	\$400.00 deposit	\$400.00 deposit
Existing use rights and existing use certificate	\$450.00	\$450.00
Extension of time	\$400.00 deposit	\$400.00 deposit
Charge Out Rates		
Pre-application advice — after the first hour of staff time (per hour or part thereof)	\$125.00	\$125.00
Staff time charge out rate — per hour or part thereof	\$125.00	\$125.00
Public Notices	Actual cost	Actual cost
Other Applications		
Outline Plan	\$400.00 deposit	\$400.00 deposit
Alteration to a designation	\$1,000.00 deposit	\$1,000.00 deposit
Extension of time to a designation	\$1,000.00 deposit	\$1,000.00 deposit
Private Plan change	\$5,000.00 deposit	\$5,000.00 deposit
Notice of requirements for designations	\$3,000.00 deposit	\$3,000.00 deposit
Right of Way Approval (not included in Subdivision Consent)	\$460.00	\$460.00
Certificates for Licensed Motor Vehicle Dealer (LMVD)	\$175.00	\$175.00
Certificates under the Sale and Supply of Alcohol Act 2012	\$175.00	\$175.00
Disbursements		
Consultants/Legal Advice	Actual cost	Actual cost
Commissioning Special Reports	Actual cost	Actual cost

All fees and charges are GST inclusive.	2017/18	2018/19
Hearing Fees		
Hearing Fee per hour or part thereof (minimum charge-out of one hour)	\$620.00	\$620.00
Commissioner	Actual cost	Actual cost
Additional monitoring of resource consents and monitoring of non-compliance with the Waimate District Plan or the Resource Management Act 1991 — per hour or part thereof	\$125.00	\$125.00
ENVIRONMENTAL SERVICES		
Licensing		
Camping Grounds	\$350.00	\$350.00
Food Premises — All classes including premises with food safety	\$350.00	\$350.00
Food Premises — Non-perishable foods, eg gift shops	\$220.00	\$220.00
Hairdressers	\$155.00	\$155.00
Offensive Trades	\$310.00	\$310.00
Mobile Food Shops	\$155.00	\$155.00
Trading in Public Places	\$110.00	\$110.00
Boarding House	\$200.00	\$200.00
Circus	\$200.00	\$200.00
Funeral Directors	\$205.00	\$205.00
Transfer Fee of Health Licence (ie following sale of business)	\$100.00	\$100.00
Stereo Seizures	\$100.00 plus recovery of actual seizure costs	\$100.00 plus recovery of actual seizure costs
Re-inspection for non-compliance — bylaws, health, liquor, dangerous goods	\$150.00 per hour	\$150.00 per hour
Verification audit / site audit (food control plans)	\$150.00 per hour	\$150.00 per hour
Special Inspections	Hourly rate plus mileage	Hourly rate plus mileage
Water samples — Labour plus hospital testing minimum	Actual cost	Actual cost
Keeping of Animal Permits	\$70.00	\$70.00
Skin Piercing, Beauty Facilities, Tattooing etc	\$225.00	\$225.00
Footpath Dining — Licence to Occupy	\$110.00	\$110.00

All fees and charges are GST inclusive.	2017/18	2018/19
Existing Food Safety Programmes (Includes processing and verification of application up to a maximum of two hours. Charge-out fee per hour or part thereof applies thereafter)	\$300.00 plus \$150.00 per hour	\$300.00 plus \$150.00 per hour
Food Act 2014		
New Registration		
Payment of application fees is upon application and any other fees are payable within 20 days from invoice date.		
Food Control Plan — Single Site	\$150.00 plus \$75.00 per half hour after first hour	\$150.00 plus \$75.00 per half hour after first hour
Food Control Plan — Multi-Site	\$225.00 plus \$75.00 per half hour after first hour	\$225.00 plus \$75.00 per half hour after first hour
National Programme	\$150.00 plus \$75.00 per half hour after first hour	\$150.00 plus \$75.00 per half hour after first hour
Optional Consultancy — new business set up assistance / pre-opening visit	\$150.00 per hour	\$150.00 per hour
Optional Food Plan Control Mentoring	\$300.00	\$300.00
Registration Renewal		
Food Control Plan — Single Site — 12 month renewal	\$150.00	\$150.00
Food Control Plan — Multi-Site — 12 month renewal	\$225.00	\$225.00
National Programme — 24 month renewal	\$200.00	\$200.00
Food Control Plan Mentoring	\$300.00	\$300.00
Compliance and Monitoring		
Food Control Plan — Annual (including those Food Control Plans registered before 1 March 2016)	\$75.00	\$75.00
National Programme — 24 month	\$150.00	\$150.00
Verification (Audit)		
Food Control Plan — Single Site Audit	\$300.00 plus \$75.00 per half hour after first two hours	\$300.00 plus \$75.00 per half hour after first two hours

All fees and charges are GST inclusive.	2017/18	2018/19
Food Control Plan — Multi-Site Audit	\$300.00 plus \$75.00 per half hour after first two hours	\$300.00 plus \$75.00 per half hour after first two hours
Food Control Plan Audit Close-out over 15 minutes	\$150.00 per hour	\$150.00 per hour
National Programme 1 — Check (one-off)	\$150.00 per hour	\$150.00 per hour
National Programme 2 — Audit (three-yearly)	\$150.00 per hour	\$150.00 per hour
National Programme 3 — Audit (two-yearly)	\$150.00 per hour	\$150.00 per hour
Complaint Driven Investigation		
Complaint resulting in issue of improvement notice by Food Safety Officer and its review	\$150.00 per hour plus actual mileage and disbursements	\$150.00 per hour plus actual mileage and disbursements
Exemption		
Application and Assessment	\$150.00 per hour	\$150.00 per hour
Travel Charges		
Fixed Charge for Waimate District	\$30.00	\$30.00
Actual Travel Costs (where applicable)	\$0.85 per km plus travel time at \$150.00 per hour	\$0.85 per km plus travel time at \$150.00 per hour
Gaming Machine Licensing		
New Gaming Venue Licence. Includes processing of application to a maximum of two hours. Charge-out fee applies thereafter \$150 per hour	\$250.00	\$250.00
Liquor Licensing		
As set by the sale and supply of Alcohol (Fees) Regulations 2013 - may be subject to change		
Note: Applicants can apply to the Secretary of the Liquor Licensing Committee for a reduction of one fee category for Low Risk events		
On Licence / Off Licence / Club Licence — Category		
Very low	\$368.00	\$368.00
Low	\$609.50	\$609.50
Medium	\$816.50	\$816.50

All fees and charges are GST inclusive.	2017/18	2018/19
High	\$1,023.50	\$1,023.50
Very high	\$1,207.50	\$1,207.50
Annual Licence Fees — Category		
Very low	\$161.00	\$161.00
Low	\$391.00	\$391.00
Medium	\$632.50	\$632.50
High	\$1,035.00	\$1,035.00
Very high	\$1,437.50	\$1,437.50
Special Licence / Fees		
Class 3 — One or two small events	\$63.25	\$63.25
Class 2 — Three to twelve small events, or one to three medium events	\$207.00	\$207.00
Class 1 — One large event; more than three medium events; more than twelve small events	\$575.00	\$575.00
Other Application Fees		
Manager's Certificate Application and Renewals	\$316.25	\$316.25
Temporary Authority	\$296.70	\$296.70
Temporary Licence	\$296.70	\$296.70
Appeal to ARLA (paid to ARLA)	\$517.50	\$517.50
Extract of Register	\$57.50	\$57.50
Permanent Club Charter	\$632.50	\$632.50
DOG AND ANIMAL MANAGEMENT		
Registration Per Dog		
Registration — Non-Working Dogs	\$100.00	\$100.00
Registration — Neutered Non-Working Dogs	\$60.00	\$60.00
Registration — Selected Owner, Working Dogs and Farm Pets	\$30.00	\$30.00
Dangerous Dogs - % of applicable fee	150%	150%
General		
Selected Owner Application fee including one inspection (apply once only)	\$60.00	\$60.00
Licence to keep three or more dogs including one inspection (apply once only)	\$50.00	\$50.00
Additional Inspections	\$20.00	\$20.00
Replacement Tags	No Charge	No Charge

All fees and charges are GST inclusive.	2017/18	2018/19
Collars — Various Sizes	As per schedule	As per schedule
Penalties		
Late Registration Fee — Percentage of base fee	150%	150%
Drop-Off / Call-Out Fee (where dog is not impounded)	\$40.00	\$40.00
Dog Impounding		
1st impoundment in 12 month period — per dog		
Dog wearing tag	\$95.00	\$95.00
Dog not wearing tag	\$130.00	\$130.00
2nd impoundment in 12 month period — per dog, plus micro chipping charge		
Dog wearing tag	\$110.00	\$110.00
Dog not wearing tag	\$160.00	\$160.00
3rd impoundment in 12 month period — per dog		
Dog wearing tag	\$130.00	\$130.00
Dog not wearing tag	\$160.00	\$160.00
Infringement Fee	\$200.00	\$200.00
Other Fees		
Daily sustenance	\$20.00	\$20.00
Surrender	\$60.00	\$60.00
Barking Collar Hire	\$50.00 (including \$25.00 refundable bond)	\$50.00 (including \$25.00 refundable bond)
Impounding — other than dogs		
Rangers charge-out rate — per hour	\$90.00	\$90.00
Administration fee for impounding	25% of total fee	25% of total fee
To be charged at the actual charge out rate per hour or part thereof plus any other costs including travel and impounding fees.		

All fees and charges are GST inclusive.	2017/18	2018/19
PLANNING AND REGULATORY - GENERAL		
Certificate of Title	\$20.00	\$20.00
Copy of Bylaws	\$70.00	\$70.00
Waimate District Plan	\$200.00 plus postage	\$200.00 plus postage
Land Information Memorandum — Residential and Rural properties of less than 2.5 hectare	\$350.00	\$350.00
Land Information Memorandum - Non-Residential and Rural properties greater than 2.5ha. Processing of LIM to a maximum of 4 hours. Charge out fee applies thereafter (\$150 per hour)	\$500.00	\$500.00
Amusement Device (as set by legislation)	\$11.50	\$11.50
Additional Amusement Device (as set by legislation)	\$2.30	\$2.30
Consent Applications		
Note: All consents etc with a deposit fee will be charged at time and cost.		
Upon completion of the application (ie when consent is either granted or declined) Council will render a final account for its services. This account may include charges for any or all of the following:		
Postage, photocopying, advertising, mileage (site visit and property identification), property identification (signage), pre-hearing meetings, consultant fees, legal cost, planning cost, engineering cost, environmental health cost, planning staff cost, hearing cost (proportion of cost for daily hearing), monitoring fee (dependant on conditions set).		
The deposit lodged with the application will be credited against this final account.		
Interim Account: In some cases, where completion of a consent is delayed, or takes a long time, an interim account may be rendered.		
Miscellaneous Fees		
Other consents, certificates, authorities, services or inspections not specially provided to be charged at the cost of time and disbursements.		
The non-statute fees above are those approved by Council but at the date of compilation of the Annual Plan, had not been advertised in terms of the Local Government Act 2002 or individual specific Acts.		

STATEMENT ON INVOLVEMENT OF MAORI

Statement on Participation of Maori in the Decision-making Process

Requirements of the Local Government Act, 2002

The Local Government Act, 2002, requires all Councils to take specific actions with regard to Maori. The relevant sections of the Act are as follows:

The 'headline' provision referring explicitly to Maori is section 4. It reads:

In order to recognise and respect the Crown's responsibility to take appropriate account of the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local government decision-making processes, Parts 2 and 6 provide principles and requirements for local authorities that are intended to facilitate participation by Māori in local authority decision-making processes.

Section 14(1)(d) reads:

In performing its role, a local authority must act in accordance with the principle that a local authority should provide opportunities for Maori to contribute to its decision-making processes.

Section 77(1)(c) reads:

A local authority must in the course of the decision-making process, - ...if any of the options identified under paragraph (a) involves a significant decision in relation to land or a body of water, take into account the relationship of Maori and their culture and traditions with their ancestral land, water, sites, waahi tapu, valued flora and fauna, and other taonga.

Section 81(1) requires that a local authority must:

- (a) *Establish and maintain processes to provide opportunities for Maori to contribute to decision-making processes of the local authority; and*
- (b) *Consider ways in which it may foster the development of Maori capacity to contribute to the decision-making processes of the local authority; and*
- (c) *Provide relevant information to Maori for the purposes of paragraphs (a) and (b).*

Section 82(2) states:

A local authority must ensure that it has in place processes for consulting with Maori in accordance with subsection (1).

Waimate District Council Initiatives

The Waimate District Council addresses these requirements by actively pursuing the following initiatives:

- The Council will work together with Maori organisations and individuals, to identify citizens who are considered to be Maori with an interest in the Community in accordance with the requirements of Section 81(1) of the Act. This includes all Maori, regardless of tribal affiliation, who reside in the District, who own land within the District or who have a recognised cultural affiliation with the District. This will also include Maori organisations that are directly involved in the interests of local Maori. This identified list of Maori will be maintained in partnership with local Maori groups.
- The Council will mail written advice of all issues to be referred to Community consultation to all Maori and organisations who have been identified as in the previous paragraphs, and where a postal address is known. This advice will include an overview of the proposals and instructions on registering submissions. This will be additional to all normal advertising methods employed for the community at large.
- The Council will meet with representatives of Te Runanga o Waihao at least once a year, to discuss current issues and the progress of the Long Term Plan. These meetings are in addition to other contact as part of the consultation process.
- The Council will provide meetings, on request, to explain current issues and proposals for consultation specifically for Maori groups, whenever practical considerations permit. These meetings can be, by request, limited to specific Maori group participation.
- The Council will continue to involve tangata whenua in all relevant deliberations with regard to the application of the Resource Management Act.

The Council will adhere to the basic principle that all its citizens are of equal importance in the community and are all part of that community. Accordingly, it will always strive to ensure that the interests of all its Maori citizens are fully addressed and considered in all decision-making processes and recognises the special need to ensure the capacity of Maori to play a full part in the decision-making process.

PUBLIC ACCESS TO THE COUNCIL AND ITS ELECTED MEMBERS

Mayor	Deputy Mayor	Councillor
Craig Rowley Phone: 03 6897341 Cell: 0278 397413 mayorcraigrowley@waimatedc.govt.nz	Sharyn Cain Phone: 6898519 Cell: 0272 771973 sharyn.cain@waimatedc.govt.nz Waimate Ward	David Anderson Phone: 03: 2816542 Cell: 0219 63122 david.anderson@waimatedc.govt.nz Pareora-Otaio-Makikihi Ward
Councillor	Councillor	Councillor
Peter Collins Phone: 6898568 Cell: 0272 918763 peter.collins@waimatedc.govt.nz Waimate Ward	Jakki Guilford Phone: 6897329 Cell: 0272 029898 jakki.guilford@waimatedc.govt.nz Hakataramea-Waihaorunga Ward	Miriam Morton Phone: 6896042 Cell: 0277 780781 miriam.morton@waimatedc.govt.nz Waimate Ward
Councillor	Councillor	Councillor
Tom O'Connor Phone: 03: 6126755 Cell: 0272 415084 tom.oconnor@waimatedc.govt.nz Pareora-Otaio-Makikihi Ward	David Owen Phone: 6898090 Cell: 0274 353666 david.owen@waimatedc.govt.nz Waimate Ward	Sheila Paul Phone: 6892273 Cell: 0272 289589 sheila.paul@waimatedc.govt.nz Waihao Ward

COUNCIL ADMINISTRATION DETAILS

Council Office		
125 Queen Street, Waimate 7924 PO Box 122, Waimate 7960 Phone 03 689 0000 (24hr service) Fax 03 689 8075 E-mail council@waimatedc.govt.nz Web www.waimatedc.govt.nz		
Council's Bank	Council's Solicitor	Council's Solicitor
ANZ National Bank Limited	Galloway Cook Allan Cnr High & Princess Street, Dunedin 9016 PO Box 143, Dunedin 9054	Anderson Lloyd Level 10, Otago House Cnr Moray Place & Princes Street, Dunedin 9016 Private Bag 1959, Dunedin 9054
Council's Auditor	Council's Solicitor	
Audit New Zealand Level 3, 335 Lincoln Road, Addington, Christchurch PO Box 2, Christchurch 8140	Hope & Associates Legal 120 Queen Street, Waimate 7924 P O Box 46, Oamaru 9444	Simpson Grierson 195 Lambton Quay, Wellington 6011 P O Box 2402, Wellington 6140