

WAITAKI COMMUNITY PLAN

2009-19

VOLUME ONE

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OVERVIEW AND EXECUTIVE SUMMARY



MAYOR'S FOREWORD



Waitaki District Council is delighted to present its finalised Long Term Council Community Plan (LTCCP) 2009/19 to the people of our District. We thank you for the record number of submissions – over 400 – made to Council as part of our consultation process.

Council has carefully considered the responses and requests made by the community during the Community Plan Roadshows and in their written and verbal submissions during March, April and May.

Council has particular sympathy for businesses and households that operate under cost pressures intensified by the current economic recession. We believe that Council must share the burden and minimise rates increases.

Council has reviewed budgets carefully, reducing spending in many areas, including salary and other overhead costs. Services will reduce in some areas such as economic development, community development and parks and reserves. These savings will exceed \$3 million over the next ten years.

Another message highlighted by consultation was the strong preference for 'user pays'. Submitters 'voted' by a ratio of nearly six to one in favor of "more user pays and lower rates". Rates revenue as percentage of total revenue will fall from 64 per cent in 2008/09 to 56 per cent in 2018/19.

Infrastructure is a crucial 'platform' for economic growth and quality of life. Council owns and operates infrastructure assets worth \$509 million: roads, bridges, Oamaru port, airport, and water, waste and drainage facilities.

Over the next ten years, and by 'leveraging' New Zealand Transport Agency (NZTA) subsidies, we will spend \$121 million on roading alone. In response to public submissions, we have slightly expanded roading activities by approving

sealing of Gardiners Road, Grants Road and Ripon Street. There are many other potential projects – all competing for limited funding.

Water, waste water and rubbish/recycling is another essential activity of Council. About \$10 million must be spent to upgrade the District's drinking water quality. Public submissions highlighted the depth of feeling against compulsory upgrades to drinking water mandated by central Government.

Provision of core services will continue to be our primary focus. The North Otago Museum, Oamaru Public Library and Forrester Gallery redevelopments will go ahead earlier than proposed. We will evaluate progress for each project annually and need to leverage funding from outside sources. Our planning priorities are the North Oamaru business zone, Harbourside and ecological assessments.

After the Community Plan was submitted for audit, the Ministers of Health and Local Government announced on 25 June 2009 that Government has decided to extend the timeframe for water schemes to comply with NZ Drinking Water Standards. Council intends to review the implications of this announcement for its water treatment capital works programme during 2009/10, and is likely to amend its Community Plan for 2010/11 to include the results of that review.

Councillors and I again thank you for your submissions. We believe we have struck a healthy balance between economic realities, stewardship of our large infrastructure assets, and the social and cultural wellbeing of our District.

A handwritten signature in dark ink, reading 'Alex Familton'. The signature is fluid and cursive, with a large loop at the end.

Alex Familton
Mayor of Waitaki

WHAT IS THE COMMUNITY PLAN?

This document is Waitaki District Council's ten year plan – formally titled the Long Term Council Community Plan (LTCCP) 2009/19 but referred to as Community Plan in this document. The Community Plan is reviewed every three years. Council adopted its previous LTCCP in 2006.

The Community Plan provides information on all of Council's activities, how these will be delivered, how much this will cost, and how it will be paid for. The Community Plan also incorporates Council's Annual Plan 2009/10.

Why do we do this work? The Local Government Act 2002 requires all local authorities in New Zealand to prepare a Community Plan spanning a minimum of 10 years. The Act outlines the approach that should be taken to the planning process and the required content of the Plan. Consulting with the community is an important part of the process.

Like any well run business, budgeting for costs and revenue is essential. Council is the key provider of infrastructure in the Waitaki District including roads, bridges, Oamaru port, Oamaru airport, water and wastewater treatment plants, and refuse and drainage facilities. Council owns and operates infrastructure assets worth \$509 million. These assets have economic lives of up to 50 years. So long term planning for the right levels of capital and operational expenditure is critical.

Over the next ten years, Council will spend hundreds of millions of dollars on infrastructure and provision of services. These costs must be recovered through rates, 'user pays' charges and a prudent use of debt. Getting the revenue 'mix' right is another crucial part of planning.

The Community Plan is a mix of 'hard' numbers and 'soft' outcomes. The Local Government Act directs Council to promote the Waitaki District's social, economic, environmental and cultural wellbeing over the coming ten years. Some of these wellbeings are difficult to measure. The Plan shows how our activities contribute to the desired outcomes identified by the Waitaki community in 2006.

How certain can ratepayers be that everything in the Plan will actually happen? The Community Plan can be viewed as a series of commitments made by Council to ratepayers. However, some core activities like roading are heavily dependent on outside funding – in this case, subsidies from the New Zealand Transport Agency. Other commitments like the redevelopments of the Museum, Library and Forrester Gallery are contingent on securing external funding from various Trusts and central government bodies.

The Community Plan is presented in two volumes. This Executive Summary provides an overview of the planning process, and highlights the most important proposals and policies included in the document.

Volume One includes:

- overviews of each of Council's eight groups of activities – including ten year budgets
- summary Activity Management Plans for all of Council's 25 activities (within each group), including proposed projects for these activities
- information on Council Controlled Organisations
- financial statements and policies
- schedules of Rates, Fees & Charges for 2009/10

Volume Two includes:

- funding and financial policies
- general policies
- community outcomes
- rating maps
- information on Council's structure and personnel

Each section of the Community Plan includes an introduction which explains what the section is for and how to read the information.

A summary of the Community Plan process is outlined on the following page.

SUMMARY OF THE WAITAKI COMMUNITY PLAN PROCESS



CONSULTING ON THE DRAFT WAITAKI COMMUNITY PLAN

INTRODUCTION

Preparation of a Waitaki Community Plan (WCP) requires Council to produce a draft document and seek community views on the Draft. This process was carried out during March, April and May 2009 and is described in more detail in the following pages.

Council has undertaken a number of other consultation processes since 2006 that have been important in developing the proposals and policies in the Waitaki Community Plan. Consultation was both formal and informal. In some cases it involved the whole community, while in others cases it involved key stakeholder groups. Examples of this consultation included:

- Consultation on waste management options, including kerbside recycling
- Levels of service for roads – consultation on the Waitaki Land Transport Strategy and roading policies
- Consultation on various other strategies, including the Physical Activity Strategy and the Walking and Cycling Strategy
- Development of a Community Housing Policy
- Consultation with stakeholders on water supplies (including discussions on the District Wide Water Study for Oamaru South)

Council also took into account submissions from previous Annual Plan and Community Plan processes, and previously adopted strategies and policies.

In summary, much of the Community Plan reflects many months, and in some cases, years of discussion and consultation with the community and stakeholders.

CONSULTATION PROCESS

The Draft Waitaki Community Plan was prepared and made available to the public on 13 March 2009. A Summary of the Plan entitled 'Waitaki Express' went to all residents and ratepayers in March, along with a rates newsletter to

all ratepayers. The Summary document provided an overview of the full Draft Waitaki Community Plan.

Public consultation meetings, expos and forums were held between 13 March and 22 April 2009. Submissions closed at 5.00pm on Wednesday 22 April 2009.

PUBLIC CONSULTATION MEETINGS

Council held seven public meetings, all starting at 7pm, during the submission period at the following locations:

- Omarama, Thursday 26 March
- Otematata, Monday 30 March
- Oamaru, Thursday 2 April
- Kurow, Monday 6 April
- Palmerston, Tuesday 7 April
- Hampden, Wednesday 8 April
- Five Forks, Thursday 9 April

The purpose of the public meetings was for Council to present some of the key issues from the Draft Plan, answer questions and hear feedback.

EXPOS

Expos were also held at the following locations from 25 March to 14 April 2009:

- Oamaru Public Library
- Waihemo Service Centre, Palmerston
- Otematata Lakes Centre
- Hampden Community Hall
- Five Forks Community Hall

Expos were in the form of posters providing a display of key issues and information from the proposed Plan and were staffed at various times to enable the public to ask questions and provide feedback.

OTHER CONSULTATION

In addition to the public consultation meetings and expos, Council held forums with key stakeholder groups including a Positive Ageing Forum, a Youth Forum, and a meeting with businesses on waste, trade waste and water charges. The Five Forks public consultation meeting was attended by representatives of Federal Farmers. Council also worked with local schools (Fenwick School and Oamaru Intermediate School) to include young people in the consultation process and facilitated a short film-making project with young people, around key issues in the Plan. The film-making project was supported with funding from the Mayor's Taskforce for Jobs.

WRITTEN AND ORAL SUBMISSIONS

Council received 410 submissions in total with 751 topics covered. 99 submitters asked to be heard. Submissions received included:

Water and Waste	127
Parks & Recreation	124
Arts, Heritage & Community	120
Roads, Ports & Airports	101
Rates Levels	80
Business Rating Area / Tourism Rate	70
Funding & Financial Policies	48
General Policies	26
Planning	23
Economic Development	18
Council & Community Boards	5
Hall Boundaries	5
Regulatory	4
Survey Questionnaire	196 completed

A screening of five short films was held featuring films on topics including:

- Climate Change
- Waitaki Resource Recovery Park
- Oamaru Harbour Redevelopment
- Historic Precinct
- Oamaru Skate Park

Council heard oral submissions on 12 and 13 May 2009.

CHANGES MADE TO THE WAITAKI COMMUNITY PLAN 2009/19

Council met on Tuesday 26 May to make final decisions on the Draft Waitaki Community Plan which was adopted on 30 June 2009. Listed below are some of the most significant of these changes:

Separately Used or Inhabited Part (SUIP)

- Council decided to collect the ward charge and UAGC on a Separately Used or Inhabited Part basis with some amendments.
- A 25% UAGC and ward charge will apply to cribs in Moeraki Kaik and Gemmell's Crossing.
- A 50% UAGC and ward charge will apply to cribs in Waitaki Bridge and the Waitaki Kaik.
- The definition of SUIP will exclude separately leased commercial areas when they share a reception or other facilities.
- A 50% remission will be granted on single bedroom residential units on any UAGC or ward charge after the first charge.
- The words 'rooms in a residential dwelling or hostel' will be added to the proposed definition of the SUIP charge.
- Where a rating unit contains both a commercial or industrial use and a residential or rural use, they will be treated as two or more separate uses except where the ratepayer resides on the rating unit.
- Any application for remission of 2009/10 rates received by Council during the 2009/10 rating year will be granted if the ratepayer is eligible for the remission under an adopted policy.

Oamaru Business Rating Area

- A new rate to be created called the Oamaru Business 'B' rate and that this be set at 50% of the rate set for the Oamaru Business 'A' rate.
- CEO granted the power to remit a portion of this Oamaru Business 'B' rate to a maximum of 100% of the rate charged on any part of the property used for residential purposes.

Tourism Rate

- Council proposes to continue with the implementation of a Tourism Rate in 2011/12. Council will continue discussions about the level of contribution and how it should be targeted.
- Council will consult with the Waitaki Tourism Association and other interested parties, on the scope, cost and need for such a targeted tourism rate prior to the implementation of such a rate in 2011/12.

Roading

- Seal Extension - Gardiners Road: Council to seal Gardiners Road in 2009/10, to be funded from the seal widening/seal extension budget (\$150,000 of which \$100,000 is funded by NZTA subsidy).
- Seal Extension - Ripon Street: Council approves the sealing of Ripon Street and that \$7,000 local share be funded from the Whitestone Dividend, subject to New Zealand Transport Agency (NZTA) subsidy.
- Seal Extension - Grants Road: Council proceeds with the project funded from \$130,000 of Whitestone dividend in 2010/11 subject to the ratepayers fulfilling the obligations of their resource consent.
- Plains Seal Extensions: Roding list be reviewed to consider the inclusion of Hilderthorpe Road up to Ferry Road, and Gibson Road from Seven Mile Road to Peebles, subject to funding.
- Consultation is to be undertaken with Federated Farmers and other key stakeholders for the creation of targeted rates to fund rural seal extensions.

Amenity Rates

- Council reinstates local amenity rates for 2009/10 for Kakanui, Moeraki, Kurow, Otematata, Omarama, Palmerston and Shag Point to enable the communities to continue to improve their local infrastructure.
- Weston amenity rate of \$8,500 to be reinstated for 2009/10, returning to \$17,000 in 2010/11.

Noxious Weed Spraying

- Council increases noxious weed spraying budget by \$30,000 per year.

Waianakarua Road Realignment

- Council includes the Waianakarua Road Realignment at a cost of \$749,000 in the 2009/10 year of the Waitaki Community Plan 2009-19.
- The \$25,000 for the net cost of land purchase be funded from the Whitestone dividend.

Deferral of Kakanui Bridge Renewal

- Council has determined that by undertaking standardised repairs in 2009/10, the renewal of the Kakanui River bridge be safely deferred for a period of ten years to 2019/20.

Solid Waste

- Oamaru Landfill gate fee to remain at \$150 per tonne.
- Herbert Transfer Station to be closed and replaced with a recycling depot.
- Officers to investigate options for retaining a black bag rubbish collection service without rate impact.
- Hampden Landfill Rock Protection: To be funded from funds carried forward and by a loan of \$250,000 from rates.
- Hampden Sewerage: Council to continue to explore collective wastewater treatment options for Hampden, and provide funding sources at a rate of \$10,000 per annum from the Hampden local amenity rate area.

District Planning

- District Plan priorities for 2009/12 as set out in the Draft Waitaki Community Plan are affirmed.
- Additional performance measures added regarding compliance monitoring and customer enquiries.

Building Control

- Council to absorb the forecast shortfall in building consent operating revenue for the 2009/10 year.

Emergency Services

- An additional \$25,500 is approved to fund budget shortfalls in the 2009/19 Waitaki Community Plan.
- Council undertakes to review the financing and revenue policy for civil defence in light of submissions.

Parks and Recreation

- Council to assist and co-ordinate development of Whitestone Contracting Stadium and maintain assets once improved in the 2012/13 years at a cost of \$20,000.
- Mowing at Macraes Domain to be retained to the level of the previous year.
- Camping fees to increase to a maximum of those expressed in the Waitaki Community Plan.
- Alternate funding from RMA reserves for Centennial Park irrigation.

Arts, Heritage and Community

- **Community Development:** Council confirmed the \$60,000 reduction in funding for this service. Community Services Committee to conduct a workshop to investigate alternative means of achieving community development projects.
- **Heritage Celebrations:** Council to fund Heritage Celebrations at a cost of \$22,500 for the 2009/10 year from the Whitestone dividend.
- **Sustainable Living Programme:** Council will continue to support this programme with an annual grant of \$1,500 funded from rates.
- **Oamaru Whitestone Civic Trust:** Council to enter into a contract for service with the Oamaru Whitestone Civic Trust with a loan facility of \$500,000. Interest on the loan of up to \$30,000 per year for the first two years to be funded from the Oamaru Blue Penguin Colony Surplus.
- **Establishment of an Advisory Group on Disability Issues:** Community Services Committee to examine the establishment of a disability advisory group plus investigate maintenance of links with members of both the Youth Council and Positive Ageing Forum.

- **Sport Waitaki:** Annual grant to Sport Waitaki remains at \$25,000 to support this role, and \$10,000 from Whitestone dividend be granted to Sport Otago for the 2009/10 year.
- **North Otago Museum:** Oral History project budget of \$5,000 is retained and funded from rates.
- **Support for Redevelopment at Kurow Heritage Centre and Palmerston Museum:** North Otago Museum staff continue to support facilities at both Kurow and Palmerston. Waihemo Community Board to work with the Property Group and consult with the Palmerston Museum Trust to fund the purchase of a building.
- **Forrester Gallery, North Otago Museum and Waitaki Libraries:** Funding of \$700,000 from reserves is allocated towards the installation of a passenger lift (Stage 1 of the McCoy Wixon redevelopment) in the Forrester Gallery to take place in 2009/10 and the total project cost of \$1.8m be included in the Waitaki Community Plan. Forrester Gallery redevelopment be progressed in the 2009/10 year with a contribution from reserves of \$700,000 as per the McCoy Wixon plan.
- Museum/Library projects to be put into the 2011/12 year.
- Council contributes up to \$1million for the Museum Library project funded from non rate sources.

Economic Development

- Economic Development budget reduction of \$100,000 is confirmed.
- A \$500,000 loan fund investment in a major tourism attraction is retained.

Financial Management Information System (FMIS) Replacement

- The amount of \$500,000 to be included in the 2009/10 year of the Waitaki Community Plan to fund the potential replacement of the current FMIS and related systems and that this amount be fully funded from depreciation reserves; no decision on any replacement system will be made until this matter is fully investigated and reported to Council.
- Rates budget be increased by \$14,000 for community housing.
- The remaining \$397,500 from the Whitestone dividend will be put into reserves.

- Council will not charge schools for use of sports grounds.
- Museum Registrar position to be included in the Summary Activity Management Plans. This is fixed term and funded from bequests.
- Council to amend the Development Contributions Policy as follows:
 - Amend the capital works programme for Tokarahi Rural Water Scheme by the addition of a main upgrade in the sum of \$650,000 (with 40% apportioned to growth), and the growth apportionment funded from development contributions and reserves.
 - Amend the policy to reflect the intention to undertake an individual assessment of wastewater development contributions where a development involves discharge of trade wastes into the network.
 - Amend the policy to enable deferred payment arrangements to be entered into, subject to approval by Council resolution or in terms of a policy approved by Council.
- Amend the policy to allow the Chief Executive to refer special cases for consideration of deemed credits to the Hearings Committee for decision.
- Amend the policy by inserting the 2006 policy definition of an 'authorisation for a service connection' into the policy.
- Amend the policy to correct errors and keep alignment with current management plans.
- Council notes its intent to discuss the following matters with affected parties for consideration at future policy reviews:
 - cost of development
 - review of differentials for water and roading contributions
 - leased points
 - levying development contributions only at the time of building consent or service connection
 - credits for vested assets; change of use after development contributions paid; primary industry differential category too broad.

LOOKING TEN YEARS AHEAD – THE OPPORTUNITIES AND CHALLENGES



Council has a responsibility to promote the present and future wellbeing of the Waitaki District.

'Future wellbeing' means considering the 'sustainability' of what we do and not burdening our children with high levels of debt or a degraded environment. At the same time, we should ensure well-maintained infrastructure assets are our legacy to the 'next generation' - many of whom are already benefiting from our investments.

Council faces very real challenges in servicing the District's 20,000 residents. Our small and 'static' population is spread over a very large area with clear implications for the level of rates.

We are a rural district with one of the lowest population densities in New Zealand: under three people per km². Waitaki has one of the larger roading networks in New Zealand stretching over 1800km. Water supply faces similar challenges of geographic coverage and cost recovery from a small base of users.

Public submissions to our draft Community Plan contained a number of requests for additional expenditure by Council. Other submitters wanted Council to 'trim its sails' further. Responses to the questionnaire in the *Waitaki Express* showed opinion was very divided on the issue of more or fewer cuts to expenditure. A large proportion of 'respondents' were undecided.

The global downturn is impacting on New Zealand. The national economy continues to contract. Council has reduced service levels in a number of areas: community development, economic development and parks for example, to offset some of the rates impact of planned investment in infrastructure. Significantly, a proposed one-year cut to local amenity rates was strongly rejected by townships in the District, a clear signal that investing for the future is vital.

Rates affordability is high on the national agenda. Waitaki's average household income is much lower than the rest of New Zealand, increasing pressure to keep rates affordable.

The Shand enquiry into local government rates concluded that median rates should not exceed five per cent of median household income. Council forecasts that Waitaki will continue to be well under this benchmark. Rates as a percentage of household income will essentially 'flatline' from the current 3.6 per cent of household income to 3.7 per cent by 2018/19.

The next sections outline the key issues in the Community Plan:

- Investment in infrastructure
- Waste minimization, rubbish and recycling
- Development of community assets
- Service level reductions
- How we pay – changes to rates and charges

In finalizing the Community Plan, Council has paid particular attention to the record number of submissions to the draft Plan. We have reviewed priorities, policies, funding and timing of projects for the next ten years in the light of your submissions.

I believe that this final Community Plan reflects the aspirations of the community, balances current and future wellbeing and charts a prudent financial course for the next ten years. For all those who submitted and took part in the debate over our future – thanks for your input. It helped to shape the Councillors views and gave officers a clear picture of community views. The Plan now reflects the community's aspirations.

A handwritten signature in dark ink, appearing to read 'Michael Ross'.

Michael Ross
Chief Executive

INVESTMENT IN INFRASTRUCTURE

Investment in infrastructure is crucial to the District's economic, environmental and social well-being. Infrastructure that is well maintained and supported by investment to meet growing demand is essential to our economic and community health. Inadequate investment in infrastructure will choke economic growth, hinder development of the rural sector and degrade Waitaki's environment.

Council owns and operates infrastructure assets worth \$509 million. Waitaki's roading network alone is valued at around \$400 million (bridges, Oamaru port, Oamaru airport, water supply and waste treatment facilities make up the balance of the \$509 million).

Infrastructure assets typically have built in 'excess capacity' to cater for future growth in population and business activities.

Operating, maintaining, repairing, upgrading and extending these 'essential' assets accounts for two-thirds of Council's total expenditure. Over the ten years of the Community Plan, total expenditure on infrastructure activities - with allowance for inflation - will be \$391 million, and total expenditure by activity class will be:

- Roads : \$201 million (partially funded by Government subsidy)
- Water Supply : \$90 million
- Rubbish & recycling : \$45 million
- Waste water : \$39 million
- Oamaru Port : \$14 million
- Oamaru Airport : \$2 million

Some capital expenditure is mandated by central government. The Health (Drinking Water) Amendment Act 2007 obliges Council to comply with drinking water standards for all of New Zealand. We must spend \$9.3 million on such upgrades, despite the objections of consumers in rural areas where much of the water is used for stock and irrigation.

ROADING

Waitaki District has one of the largest local roading networks in the country - over 1,800 kilometres. There is a long list of requests for unsealed roads to be upgraded (the cost of sealing one kilometre of road is around \$150,000). The recent trend towards dairy conversions is increasing 'wear and tear' on rural roads and creating additional demand for seal widening. The proposed Holcim cement plant will also impact on roads.

How do we fund Roothing?

Our extremely low population density - 3 people per km² - creates special challenges for funding of roads through rates. A very large network funded from a small ratepayer base points to one conclusion: a relatively high rating burden. Rates revenue for roads, ports and airports will total \$72 million during 2009/19. The vast majority of this funding is spent on maintaining what we already have - rather than improving it.

What does this mean for the individual ratepayer? In 2008/09 a typical Oamaru residential ratepayer contributed about \$200 for roads. In 2009/10 this figure will rise to about \$230. A Waitaki Plains dairy farm that contributed \$1,962 in 2008/09 will contribute \$2,404 in 2008/09.

The New Zealand Transport Agency (NZTA) subsidises Waitaki's roading activities. In 2008/09 the NZTA subsidy was \$5.2 million. Over the ten years of the LTCCP, NZTA subsidies will total \$73.3 million.

However, the subsidy rate Council receives from NZTA is due to be reviewed in 2013. The subsidy rate has reduced in recent years and could do so again. A one percent reduction in the subsidy would require about \$70,000 more rates per year.

How much will be spent on roading over the next ten years?

Roothing is Council's largest expenditure item and will continue to increase from 2009 to 2019. Planners expect oil price increases and contractors' costs to sharply increase the cost of maintaining and developing the District's roading network over the next ten years. On the demand side, Council

forecasts that increased truck movements from dairy conversions and other economic activity will necessitate increased expenditure on road maintenance.

Council also faces a challenge of long-term under investment in the road network. Large parts of the roading network are sub-standard. In 2007, a review of the District's roads concluded that it would cost \$50-\$100 million to meet the standard desired by the community. Achieving those standards is not affordable.

Council developed the Waitaki Land Transport Strategy and reviewed its roading policies in 2008 after public consultation. Council has set revised long term standards that will be worked towards over time. These are described fully in Roding Hierarchy, Carriageway (Road) Width, Seal Extension and Extension of Network policies available on Council's website; www.waitaki.govt.nz. In the next ten years, the focus for improvement will be on safety improvements with a limited seal widening and seal extension programme.

What do Waitaki residents think about the levels of roading expenditure?

In the 2007 Residents' Survey, 32 per cent of local residents thought that Council should increase spending on roading, and only one per cent of residents thought less should be spent. In the 2009 questionnaire attached to the draft LTCCP *Waitaki Express*, 28 per cent of respondents agreed that we should be spending *more* on roads. But 14 per cent of respondents agreed with the proposition that we should be spending *less* on roads. About one-third of respondents were undecided.

What changed from the draft to the final version of the LTCCP 2009/19?

With over \$200 million in roads expenditure already proposed in the draft LTCCP 2009-19 and the high rating for roads, there was little scope for any significant additions. In the end, after considering the merit of submissions, Council decided to approve sealing of Gardiners Road at a cost of \$150,000 (of which \$100,000 is funded by NZTA subsidy). Council further approved seal extensions to Grants Road and Ripon Street.

The erosion of Beach Rd between Oamaru and Kakanui concerned some submitters. Council is developing a strategy to respond to erosion of roads. The LTCCP provides \$500,000 – part funded by rates and subsidy – from 2010/11

onwards to implement a coastal strategy. Council has not yet decided whether the strategy could accommodate the costs of 're-opening' Beach Road or protecting other assets.

OAMARU PORT

Council's plans to invest in infrastructure and public amenity to improve the Oamaru harbourside area over the next ten years. The Harbourside has provoked much debate in Waitaki. Parts of the area are decrepit, underutilised or unused. The Port was last valued in 1992 with a replacement valuation of \$32.5 million for the breakwater, wharves and facilities.

Council's operating expenditure on Oamaru Port is budgeted at \$754,000 in 2009/10. Costs are funded largely from rates, 80 per cent of which are recovered from the Oamaru urban area.

The Port has cultural value. It is part of the Oamaru historic precinct and is registered as an historic place under the Historic Places Act 1993. Holmes Wharf and Sumpter Wharf are both in poor condition. They need significant work to make them safe. Oamaru Port entrance requires ongoing dredging to maintain the minimum four meter depth required for safe navigation.

Submitters to the draft LTCCP 2009-19 'voted' in favor of upgrading Holmes and Sumpter Wharves. 46 per cent of people surveyed said 'yes' to the idea that the two wharves should be upgraded. 24 per cent said 'no'.

How much will be spent over the next ten years?

Council will spend \$13.8 million on Oamaru Port and Harbourside over the term of the Community Plan as follows :

- Operating expenditure : \$9.2 million 2009/19
- New capital : \$3.6 million 2009/19
- Renewals : \$1.0 million 2009/19

Major Works

Coastal Erosion north of Oamaru Harbour

Council will spend \$1.8 million over the life of the Plan to protect this area from further erosion by building breakwater type structures. Council will fund this

vital infrastructure by loan. Most of the work will be carried out in 2010/11. These works will protect the coastline from further coastal erosion.

Harbourside Development

Council will spend \$1.25 million over the 10 years of the plan to improve the landscape and amenity value of the Harbourside area.

Improvements will include paths, retaining walls, and public spaces. Major landscaping and access projects will provide better access to the area. Public toilet facilities and other changes around Friendly Bay will make it more 'user friendly'.

Sumpter Wharf

Council will support the Sumpter Wharf Action Group with a \$20,000 grant in 2009/10 to fundraise up to \$1million to restore the wharf to a safe pedestrian use standard. Once complete, Council will maintain the wharf.

Sumpter Wharf is currently dangerous to use. Council has prohibited pedestrian access and mooring. An important part of the Harbour Development Plan is developing the heritage aspects of the Harbour. The redeveloped Sumpter Wharf will be the centerpiece for telling these stories.

Holmes Wharf

Council will spend \$276,000 over the life of the Plan to bring the wharf up to appropriate operational standards and to make the whole structure safe. The bulk of this money will be spent in the first year of the Plan and funded from loans.

WATER

Compliance with Drinking Water Standards mandated by Government will be a significant issue for Council – and water consumers over the next five years. In an attempt to reduce or eliminate the risk of waterborne diseases like cryptosporidium and giardia, Government has compelled local authorities to upgrade drinking water quality. There are heavy penalties for non-compliance.

During the course of Waitaki's LTCCP public consultation, community opposition to the compulsory upgrades emerged. Some submitters argued that the cost of \$9.3 million was unnecessary because of the low risk of contracting such diseases. Others argued that water used for irrigation and

stock should be exempt from the upgrade by treating only drinking water at the tap.

The Minister of Local Government has indicated his intention to review these requirements. In the meantime, the law requires compliance with NZ Drinking Water Standards (NZDWS).

Of Council's 23 reticulated supplies, only the Oamaru supply meets the NZDWS. One of Council's supplies is not required to meet NZDWS because it is too small. Improvements need to be made to 21 other supplies to comply with the Standards (the legislation requires that all Council water supplies comply with the new Standards by July 2013, with supplies serving larger populations to be improved first).

By a margin of six to one, respondents to the survey in the draft LTCCP 2009-19 *Waitaki Express* said that water supplies "should be brought up to standard one at a time".

Given the number of water supplies in the District, it will be challenging to meet the statutory timeframes to improve supplies. The statutory timeframes may be extended with the permission of the Drinking Water Assessor, who represents the Ministry of Health. Council staff are working with the Drinking Water Assessor to extend the timeframes for compliance, so that improvements to supplies can be carried out over the period 2010 to 2014.

In 2006, Council planned to supply treated water from Oamaru Water Treatment Plant to areas south of Oamaru to Palmerston. Further studies identified more cost effective options.

The preferred option is to develop a pipeline from Oamaru to the Weston and Enfield supplies and upgrade treatment plants on the other water supplies south of Oamaru to improve quality and quantity of water. This option proposes a combined water intake from Shag River serving the Palmerston, Goodwood and Dunback supplies and that water for these supplies be supplied from a single upgraded Palmerston water treatment plant.

Public consultation supports Council's preference for this Option. The questionnaire in the *Waitaki Express* contained two questions on the pipelines. By a margin of two to one, respondents were in favor of the pipeline going to Weston. By a margin of nearly four to one, respondents were against extending the pipeline further south to Kakanui or Palmerston.

Growth is expected across the District. The treatment plants will be designed and constructed to allow for the expected growth. The proportion of the cost of upgrading treatment plants or carrying out capital works required due to growth will be funded through Development Contributions (refer to the Policy on Development Contributions in Volume Two of this Plan).

The Ministry of Health has established a subsidy scheme to provide funding to assist water suppliers to meet the cost of complying with the Drinking Water Standards.

It is likely to be some time before subsidy availability and subsidy levels for water upgrades are confirmed by the Ministry of Health.

After the Community Plan was submitted for audit, the Ministers of Health and Local Government announced on 25 June 2009 that Government has decided to extend the timeframe for water schemes to comply with NZ Drinking Water Standards. Council intends to review the implications of this announcement for its water treatment capital works programme during 2009/10, and is likely to amend its Community Plan for 2010/11 to include the results of that review.

WASTE MINIMISATION, RUBBISH & RECYCLING

Dealing with waste is expensive. Council's operating expenditure on rubbish and recycling will total \$44 million for the ten years from 2009/19.

The private sector is already very active in waste management in our District. Companies like Transpacific Industries and Awamoa Bins are estimated to hold around 83 per cent market share of Oamaru kerbside collection. Adding their costs to Council's expenditure of \$44 million shows that managing Waitaki waste is consuming considerable resources.

Three features stand out:

- Concerns about the environmental sustainability of waste management mean that rubbish and recycling is heavily regulated. Compliance costs are high.
- Full user pays is possible but community support is mixed.
- The private sector and Council will both continue to be active in this area over the next ten years.

What regulations does Council need to comply with?

Council must comply with a range of statutory requirements including but not limited to the Resource Management Act, the Health Act, the Local Government Act, the Hazardous Substances and New Organisms Act and the Waste Minimization Act.

The District will fill its existing landfill in Oamaru within the next few years. Under the New Zealand Waste Strategy, new landfills need to be developed to 'Class A' standards to prevent pollution of the surrounding areas, waterways and groundwater. The new standard requires landfills to fit methane gas collection systems. Construction costs for new 'class A' landfills are high. Building a new landfill that complies with current environmental standards would cost up to \$20 million. The public will pay more to dispose of waste at landfills.

Council has based its budget in the Draft LTCCP on the likely cost of residual waste for disposal at an alternative landfill outside the District, once the Oamaru landfill closes. Compared to Oamaru landfill, actual costs and fees

charged to users will be significantly higher, because of cartage and compliance costs.

User Pays or subsidised by all ratepayers?

A 'User Pays' approach to waste disposal is possible, and is partly operative. There is mixed community support for this.

Council will charge \$150 per tonne 'gate fee' for rubbish at the Oamaru landfill. Landfill charges cover the cost of operation.

Council continues to fund the Waitaki Resource Recovery Park at a cost of approximately \$300,000 per year. This pays for greenwaste and residual waste disposal as well as the recycling facilities.

About two-thirds of the full cost of collection and disposal of 'black bags' has historically been subsidized through rates. Ratepayers have been contributing \$130,000 per year to subsidize a public service that is estimated to be used by less than 20% of Oamaru households.

User Pays : the black bag

Council consulted via the Draft Community Plan on making the black bags fully user-pays. Public submissions to Council showed no clear consensus. The *Waitaki Express* asked "Should some rates money be used to keep the price [of black bags] down?" (31 per cent of survey respondents did not answer the question, 32 per cent answered 'no' and 37 per cent answered 'yes').

Around 80% of survey respondents opposed raising the price to \$5 per bag.

In the light of these submissions, Council has confirmed its Draft Community Plan proposal to stop the 'black bag' kerbside collection being funded from rates effective end-2009. Savings to ratepayers over ten years are nearly \$1.3 million measured in today's dollars. Council also resolved to look at ways to keep the black bag on condition that there was no impact on rates.

What will Council's role be in future waste management?

Council will continue to play a part in waste management. It is likely to withdraw from activities such as kerbside collection of residual waste and

recyclables where private providers can provide choice for the community in a competitive market.

The areas where Council will continue to be involved include:

- Waste Minimisation Strategy
- Recycling
- Transfer Stations and landfills

Waste minimization

There is strong community support for waste minimisation, with 72% of survey respondents agreeing that this is the desired future direction.

Council expects to support waste minimisation by:

- Continuing to support the Resource Recovery Park
- Providing recycling drop-off facilities
- Funding community education
- Working directly with commercial waste generators and service providers
- Regulating the landfill to prevent the disposal of recyclable resources.

Recycling

Council expects to continue funding the work of the Resource Recovery Trust, and will continue to operate recycling drop-off facilities at transfer stations and other locations around communities.

Council has no plans to offer kerbside recycling services, as it has confidence in the capacity of the private sector to offer cost-competitive choices.

Transfer Station and Landfills

Council has concluded the debate over the Herbert and Hampden Transfer Stations and agreed to replace the Herbert Transfer Station with a recycling depot. This will save \$25,000 in 2009/10 and \$33,000 each year after, a total of \$322,000 in the next decade.

Landfill access is the major waste management issue of the next ten years. Within the next three years it will be necessary to identify a new means of

disposing of the residual waste created within this District. The landfill has the capacity to keep operating until 2013 at current rates of fill.

Council has budgeted an amount in the Community Plan based on the likely tonnage cost of residual waste transported to an alternative landfill outside the District from 2013. There are other options which may be cheaper or preferred by the community. The options Council has considered include:

- Applying for a new consent to continue filling at Oamaru landfill
- Constructing a new local landfill
- Partnering with adjacent Councils and construct a regional landfill
- Paying to use someone else's landfill

Council intends to apply for resource consent to continue to fill the Oamaru landfill. This is the lowest cost option for future residual waste disposal. Council will also be looking at alternative options for disposing of residual waste over the next few years. Contingency planning is necessary as the costs of alternative options for disposing of residual waste are likely to be very high, and there may be significant variation in the cost of different options.

One of the options for disposing of residual waste out of the District is to transport it to an alternative landfill, for example, Green Island landfill in Dunedin City. As the cost of constructing a new landfill is very high and the local waste stream may be too low to run it economically, it may be more prudent to transport residual waste outside of the District to an existing landfill, even if fuel costs increase. Community submissions indicated a preference for dealing with our waste within our District.

A possible option to dispose of residual waste within the District could involve developing a landfill at Cameron's Pit (near Peebles). Resource consent and construction of a new landfill would take several years, meaning that transport out of District is required as an interim measure.

In the long term, a new District landfill creates an additional contaminated site. The desire to keep waste local verses the environmental harm caused by creating an additional contaminated site needs to be carefully weighed up.

DEVELOPMENT OF COMMUNITY ASSETS

Council owns and operates a range of community assets which enhance the social and cultural wellbeing of Waitaki citizens.

The more prominent ones include:

- **Cultural Assets:**
Forrester Gallery, North Otago Museum, Waitaki District Libraries
- **Sport and Recreation Assets:**
Waitaki Aquatic Centre, Playgrounds and Skate Parks, Walking and Cycling facilities, and Oamaru Public Gardens
- **Other Community Assets:**
Community Housing, Community Halls etc

These assets help to make Waitaki a great place to live in and to visit. Council has discretion whether or not to provide such facilities and services, and how best to fund operational and capital spending from users pays, rates, loans, and from external funding.

Council consulted extensively with the public during the public submissions phase of the Draft Community Plan 2009/19. The public made 120 submissions on 'Arts, Heritage and the Community' and 124 submissions on 'Parks and Recreation'. 196 of the submitters chose to answer questions in the Waitaki Express survey questionnaire.

CULTURAL ASSETS

The Culture and Heritage Strategy (2005) targets the three Council cultural facilities – Library, Museum and Gallery – for redevelopment. The Draft Plan proposed the following timing:

2011/12	Forrester Gallery	\$3.8 million
2011/12	Archive	\$1.3 million
2015/16	Museum/Library	\$6.0 million

After public submissions, Council decided to accelerate the Gallery redevelopment to 2009/10. Council has allocated \$700,000 in reserves as its

contribution. Council forecasts that the balance of funds for the \$3.8 million project will be generated from external community grants.

Museum and Library

Council must upgrade its archives to meet the mandatory 2007 Records Storage Standards. Audits of public archives will begin in 2009.

Surveys showed that residents consider the Museum is outdated and needs an upgrade. Feedback from Library users indicates that they want the building extended to provide additional public space. Users highlighted that the 2008 upgrade did not meet their expectations of increased space.

The Museum holds Council's archives. But there is not enough collection and storage space. Archives must be stored correctly and accessible to the public via professional collection management systems.

Council has now programmed the museum and library upgrade for 2011/12 at a total cost of \$8 million. Given the current, straightened economic conditions it will be extremely challenging to secure this level of external funding. The projects are contingent on securing this funding. Reserves will contribute \$1 million, with the balance to be funded externally.

SPORT AND RECREATION

Council owns and operates a large number of parks, green spaces, and sports facilities in Waitaki.

A number of these community assets earn little or no 'gate' revenue and are funded by ratepayers. The Oamaru Public Gardens, for example, are a source of pride for the community, a 'Garden of Significance' and a significant visitor attraction for the District. The gardens are free to users.

Other facilities charge for admission and are subsidized through rates because of affordability concerns and the positive benefits they generate for the community. For example, citizens who can swim are healthier and safer. The Aquatic Centre has over 3,000 enrollments per year in its 'Learn to Swim

program' for children, hosts school sports, is home to a competitive swimming club and runs fitness activities for the District's senior citizens.

Council's direction in Sport and Recreation is focused through strategic documents such as the Physical Activity Strategy (2007), the Draft Playground Strategy (2008) and the Walking & Cycling Strategy (2007).

The Aquatic Centre

Council has confirmed its Draft Community Plan proposal for a hydro slide project in 2012/13 funded from grants. The slide will generate income through ticket sales and will increase operating costs. It is not clear at this point whether a hydroslide would be profitable but similar facilities at other pools are believed to be rates-neutral.

Playgrounds and Skate Parks

Investment in playgrounds will increase, including teen play spaces and Skate Parks. Council proposed in the Draft Community Plan 2009/19 to add \$30,000 per annum to the playground budget. Councillors approved this proposal.

Public consultation showed some reluctance for further expenditure. Responders to the *Waitaki Express* survey questionnaire agreed that we have "enough playgrounds now" by a margin of three to one. In answer to the question "should we have some bigger and better playgrounds for young people, 86 people answered 'no'. Fifty people answered 'yes'.

Council's Draft Playground Strategy recommends rationalising some existing playgrounds and conducting a needs analysis to target future investment.

The Draft Strategy proposed that Oamaru will have two "destination playgrounds" (Gardens and Harbour), with six other key playgrounds in Palmerston, Moeraki, Kakanui, Kurow, Otematata and Omarama.

Walking and Cycling

Council will continue to support 'Walking and cycling' but will invest in facilities only where they attract subsidies from the NZ Transport Agency. Public submissions on the draft Community Plan supported expansion of the walking and cycling 'network'.

Oamaru Public Gardens

The Oamaru Public Gardens' plant collections, infrastructure, history and heritage make the Gardens a valuable community and tourism asset. They are currently listed with the NZ Gardens Trust as a Garden of Significance.

Ongoing improvements are planned for the Oamaru Public Gardens but at a slower pace than previously planned. Council has confirmed its draft Community Plan proposal to reduce improvements funding from \$100,000 per year to \$50,000 per year for the duration of the Community Plan. The cut will result in improvements to Craig Fountain, watering systems, footpaths, signage etc occurring over a longer timeframe.

COMMUNITY HOUSING

What are the issues?

Council currently owns 108 community housing units. Council policy requires community housing to be self-funding. However the community housing budget is now running at a \$70,000 deficit per year. Many of the units need an upgrade.

The consultation phase of the Draft Community Plan 2009/19 showed reluctance for rates money to be spent on community housing. By a margin of three to one, respondents to the survey in the *Waitaki Express* would not be "happy to pay more in rates for them". And by a margin of nearly six to one, respondents felt that the "units should cover their costs".

At the same time there was no appetite for 'privatizing' the units. By a margin of over four to one, respondents felt that the Council "should keep its community housing units".

Council has confirmed its draft proposal to spend \$3.6 million in 2011/12 to upgrade 30 community housing units. The funding will be a mixture of loan and government subsidy.

SERVICE LEVEL REDUCTIONS

In light of both current economic conditions and concern over the affordability of rates, Council has aimed to keep rates at a level consistent with inflation and movements in household incomes.

To help 'offset rate increases primarily due to service level improvements in infrastructure, Council has reduced some services to the community. The approach is consistent with Council's Financial Strategy.

Council reduced some service levels for year one of the Plan only (i.e. 2009/10). Other service cuts extend to at least 2019.

Council debated other service level and cost reductions, but decided to keep supplying those service levels to the community.

We outline all reductions (including the ones Council decided against) in the tables below. The table includes information about why they were proposed and what the impact on the community will be, where relevant. Some service level reductions will have little obvious impact on the community, while others will have more impact.

SERVICE LEVEL REDUCTIONS - YEAR ONE (2009/10)

The proposed reductions outlined in the table below affect the 2009/10 year only. It is important to bear in mind that these services will be introduced back into the budgets for the remaining years of the Plan, and that this has a rates impact the following years.

Proposed service level reduction	Reasons and impacts	Rates saved (2009/10) Draft LTCCP proposal	Final Decision LTCCP
Collect no township amenity rates for new work (e.g. new street lights, footpaths etc.)	Council collects amenity rates on behalf of each township in the District. Community Boards use the funds for local projects like lighting and footpaths. No amenity rates for one year would save \$100,000. Community Boards and community members in smaller townships made strong submissions for the amenity rate to continue in 2009/10. Council restored these budgets to 2008/09 levels, with the exception of Weston, which is at 50% of 2008/09 levels.	\$100,000	\$6,000
Reduce maintenance budget for bridge and other structures	Council has scheduled 'renewals' of a large number of bridges in 2009/10. 'Newer' bridges means less maintenance in the short term. Council considered that reducing the maintenance budget for 2009/10 only would not impact on bridges and other structures in the District.	\$24,000	\$24,000
Reduce debt collections budget	Outstanding debt may increase but Council can collect any overdues in 2010/11	\$10,000	\$10,000
Reduce equipment budget – Aquatic Centre	The Aquatic Centre has some surplus budget from previous years. Council has reduced the equipment budget for one year only	\$10,000	\$10,000
Reduce contractor support - GIS	The operational saving in 'Geographic Information Services' is for one year. The cut will not directly impact on the community.	\$35,000	\$10,000
Reduce training budgets for Council staff	Saving for one year only. Budgets in subsequent years will reduce by a smaller amount.	\$50,000	\$50,000

PROPOSED SERVICE LEVEL REDUCTIONS – ONGOING (2009-19)

The proposed reductions outlined in the table below are for the life of the Plan (i.e. 2009 to 2019).

Proposed service level reduction	Reasons and impacts	Annual rates \$ saved (ongoing)	Final decision
Self-insure property assets	Council reviewed its insurance portfolio to identify savings in premiums. Council will achieve savings by changing the level of excess, and the insured property values. The change will increase the level of risk for Council	\$30,000	\$30,000
Reduce grass maintenance and litter bins in parks	Council will reduce litter collection costs by \$3,000 by removing litter bins from selected parks. Making fewer and higher cuts will reduce grass maintenance costs. Council will trial both changes in partnership with the contractor. We will closely monitor the savings achievable and the community response.	\$30,000	\$30,000
Reduce grass mowing – urban cemeteries	Council will reduce grass maintenance costs at urban cemeteries by making fewer and higher cuts	\$7,000	\$7,000
Reduce grass mowing – Showgrounds	Council will reduce grass mowing costs at the North Otago A & P Showgrounds by reducing the standard and frequency of grass cutting.	\$5,000	\$5,000
Reduce grass mowing – Macraes Domain	Council proposed to reduce grass mowing costs by making fewer and higher cuts at Macraes Domain. After submissions, Council agreed to service the Domain at a lower cost saving.	\$10,000	\$5,000
Reduce expenditure in Economic Development function of the Waitaki Development Board	Council reduced core funding of the Waitaki Development Board by \$100,000 per year. The cut will impact on services by: <ul style="list-style-type: none"> Reduced flexibility to respond to new initiatives – due to reduction of discretionary funding budgets No resources available for supporting small or new businesses and the film industry Economic development initiatives will be funder-driven. Grants will need to be sourced and applications will need to meet funder requirements. 	\$100,000	\$100,000
Stop Oral History Project – Museum	Council proposed to withdraw all funding of the Oral History Project. The project records the memories of long-standing citizens of the District, creating an audio record of the District's social history. Following public submissions, Council decided to reinstate the project at \$5,000 per annum, which will enable Oral history to continue to be collected, but at a slower rate.	\$10,000	\$5,000

Proposed service level reduction	Reasons and impacts	Annual rates \$ saved (ongoing)	Final decision
Reduce Community Development Service	<p>Council confirmed reduced funding for the community development activity. This substantially reduces the resources available to support the following initiatives:</p> <ul style="list-style-type: none"> • Youth Council • Positive Ageing Forum • Volunteer Groups • Work with other youth, e.g. skatepark projects; Kids Voting; Children's Day • Relationship with Maori <p>Council believes that some of these initiatives duplicate efforts by voluntary community groups like Grey Power. Staffing constraints may cause Council to completely stop some of these initiatives. Others may continue, but at a much slower level.</p>	\$60,000	\$60,000
Reduce budgets for implementation of Culture and Heritage Strategy	<p>Council will reduce the funding available to implement recommendations from the approved Culture and Heritage Strategy from \$25,000 down to \$10,000.</p> <p>Fewer financial resources will be available to implement the strategy. It will take longer to bring those initiatives to fruition.</p>	\$15,000	\$15,000
Rationalise croquet lawn in Oamaru	<p>Council proposed to reduce the number of croquet lawns it provides. Council has not yet identified a timeframe for this proposal – or the expected savings. Submissions were received opposing this proposal. Council has yet to make any budget changes to give effect to this concept, so the status quo is retained in the meantime.</p>	to be determined	To be determined
Reduce wage and salary budgets for Council staff	<p>Council reduced overall wage and salary budgets by \$105,000. This reflects anticipated changes in market remuneration since budgets were initially prepared. This is not expected to impact on service levels.</p>		\$105,000

Service level reductions not included

Council considered the following service level reductions, but decided not to include them in the Plan for a variety of reasons.

Service level reduction (not proposed)	Why Council is not proposing to reduce	Annual rates \$
Do no seal widening projects	Council considers seal widening projects are consistent with Council's Land Transport Strategy and are an important contributor to economic development and road safety.	\$100,000
Reduce grant – Waitaki Recreation Centre	Council considers this to be a valuable community asset.	\$12,000
Close toilets – Lower Thames Street	Council considers that closure was not a practical option at this stage.	\$7,000
Reduce rates rebate budgets	Council considers this a highly important service to the community. Council wants to ensure that people who are entitled to this service are able to access it as easily as possible.	\$6,000
Defer renewal of Holmes Wharf	Council considered this project an important component of the Harbour development. Council should not defer the project.	\$15,000
Reduce opening hours – Museum	Due to the small number of staff at the Museum, and the opening hours structure, this was not a practical option.	\$10,000
Defer increased budget - District Plan variations & changes	District planning is an important focus for Council to ensure that future economic development is sustainable for the environment. Council considered it unwise to reduce budgets in this area.	\$50,000
Reduced services at Oamaru Library	<p>Council asked officers to identify ways of saving \$11,000 in Oamaru Library costs. Options proposed included:</p> <ul style="list-style-type: none"> • Reduce the proposed 2009/10 Libraries Promotions budget by \$5,000 – effectively leaving it at 2008/09 levels • Reduce the opening hours at Palmerston Library • Reduce the opening hours at Oamaru Library by one or two hours per week • Withdrawing support to Kurow or Otematata Branch Libraries • Doubling overdue charges • Stopping the housebound service <p>Council agreed to leave the Libraries Promotions Budget at its 2008/09 level but did not support any of the other options.</p>	\$11,000

HOW WE PAY – CHANGES TO RATES AND CHARGES

As part of the Community Plan process Council not only reviews its overall expenditure, but also how this is to be funded. For most operational areas, the basic choice is between rates and charges, and often a mix of both is used. Although there are a number of factors that drive these decisions, the most fundamental of these are that rates should be reasonable, equitable and practical.

Council has reviewed the method of funding each activity and is generally happy with the various current approaches. In fact, when Council compared its methods and approaches with those recommended in the Shand Report on Rating (refer www.ratesinquiry.govt.nz), it found that most were in-line with the recommendations contained in the Report. Council therefore decided that there was no need for a major review of its funding approach as part of this Community Plan.

Council identified and consulted on a number of changes and improvements. Some of these potential changes attracted a large number of submissions. Council considered these comments and made a number of amendments to what was proposed in the Draft. These changes are set out under each of the headings included in the draft.

EXPANDING THE OAMARU BUSINESS RATING AREA

Council proposed an expansion of the Oamaru Business Area. This expansion has been confirmed however, the following modifications were made:

- The new additional area will pay 50% of the rate in the dollar as the existing area. This was done in recognition of a number of matters raised in submissions including the greater distance from many of the items funded through the rate
- It was clarified that exclusively residential properties were excluded from the rate
- A remission was established to allow for recognition of the different impact of mixed residential and business properties

As was noted in the Draft that this change did not generate any additional rates income instead it just shared it differently. These changes had an impact of the shares to each part and pushed some of the cost back on the original ratepayers.

INTRODUCING A NEW TOURISM RATE

Council proposed introducing a tourism rate that would target certain businesses to pay a greater share of the visitor information and promotion costs starting in 2011/12. After hearing submissions Council decided it still wanted to pursue this change and timeframe, starting in 2011/12. However, Council did make a commitment to consult further on the basis and level of recovery and will undertake this prior to the introduction of this new rate.

CHANGING THE BASIS ON WHICH THE UNIFORM ANNUAL GENERAL CHARGE (UAGC) AND WARD CHARGES ARE SET

Council was required to adopt a definition of Separately Used or inhabited Part (SUIP). Council also proposed to change the way the Uniform Annual General Charge (UAGC) and Ward Charges were set and move from a rating unit to SUIP basis.

This generated a number of submissions and comments. Council decided to address some of these with some further clarity in the definition of SUIP, particularly as it related to some commercial properties. Council also decided to address other issues through additional remission policies instead. In particular it decided to make remission available to the camps at Waitaki Bridge, Waitaki Kaik, Gemmell's Crossing and Moeraki Kaik. It also decided to make a remission available for multiple single bedroom dwellings. These are set out in more detail in the Sundry Rating Policies in Volume II.

OTHER ISSUES

Council highlighted a number of other issues in the Draft Plan. These included:

- Increasing Oamaru Water Meter Charges
- Increasing Waste Management Charges
- Increasing Camping Charges
- Increasing Consent Charges

Although comments were made on all of these issues, Council did not consider these raised any new or additional matters that had not already been considered and so confirmed all of the decisions as proposed.

The last matter was Development Contributions. Although the thrust and substance of the proposal was confirmed, there were a number of changes, mostly of a technical nature to make the policy more practical to implement.

FINANCIAL SUMMARY

RATES REQUIRED OVER THE NEXT TEN YEARS

The graph below shows the amount of money that is proposed to come from rates to pay for all of Council's activities over the next ten years. The graph also shows what each group of activities will require from the total rates intake. As you can see, the biggest impact on rates over the next ten years will come from investment in infrastructure, such as water supplies and roads. The big ticket items include the proposed water scheme upgrades, the harbourside development and increases in roading costs.

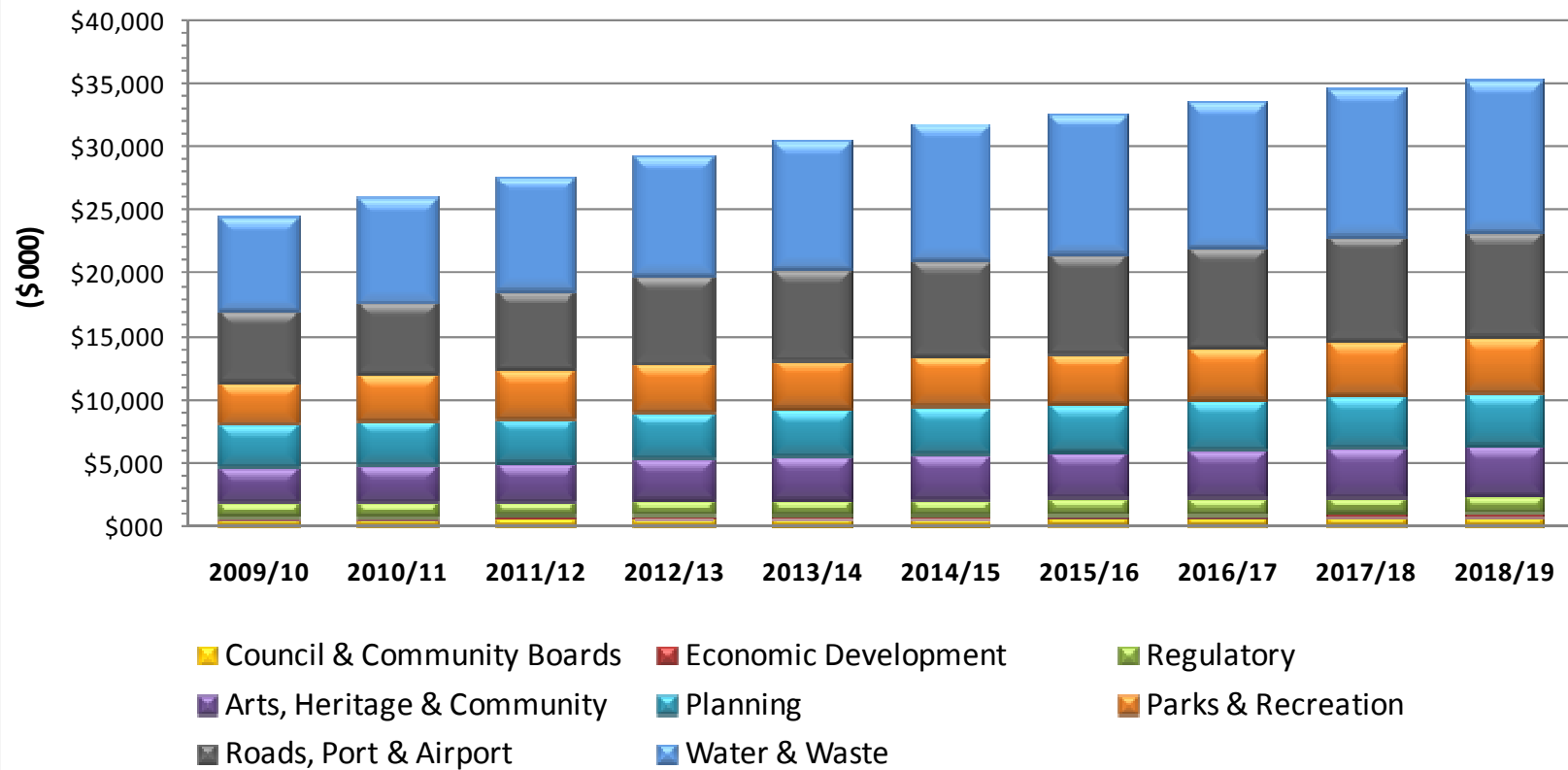
To put it into some perspective, for every extra \$236,000 that Council spends in 2009/10, this increases the required rates intake by 1%.

What activities fall under the different groups?

Council's activities in the graph below are shown groups. As you can see, Council does a lot. The table below gives an overview of what each group represents. More detailed information on Council's activities is set out in this volume.

Water and Waste – includes the District's 23 piped water supplies, stormwater and wastewater services (including reservoirs and pipe networks), as well as rubbish and recycling services (including landfills and transfer stations).
Roads, Port and Airport – includes all of the District's roads (excluding state highways), footpaths, bridges and other road-related structures, the Oamaru Port and Harbour area (including the breakwater, wharves etc.) and the Oamaru Airport.
Parks and Recreation – includes all gardens and green spaces, all public gardens, lakes camping, cemeteries, public toilets, sports and recreation, sports fields, playgrounds, grants to sports and recreation and the Aquatic Centre.
Planning – includes community planning and consultation, and district planning
Arts, Heritage and Community – includes the Museum, Forrester Gallery, Libraries, community development and grants, the Oamaru Opera House and community buildings such as Community House and community housing units.
Regulatory – includes animal control, building control, emergency management and environmental health
Economic Development – includes economic development and tourism promotion (contracted to the Waitaki Development Board and Tourism Waitaki) visitor centres, commercial property investments, equity investments and the Oamaru Blue Penguin Colony.
Council and Community Boards – includes the governance activities of Council and the Ahuriri and Waihemo Community Boards.

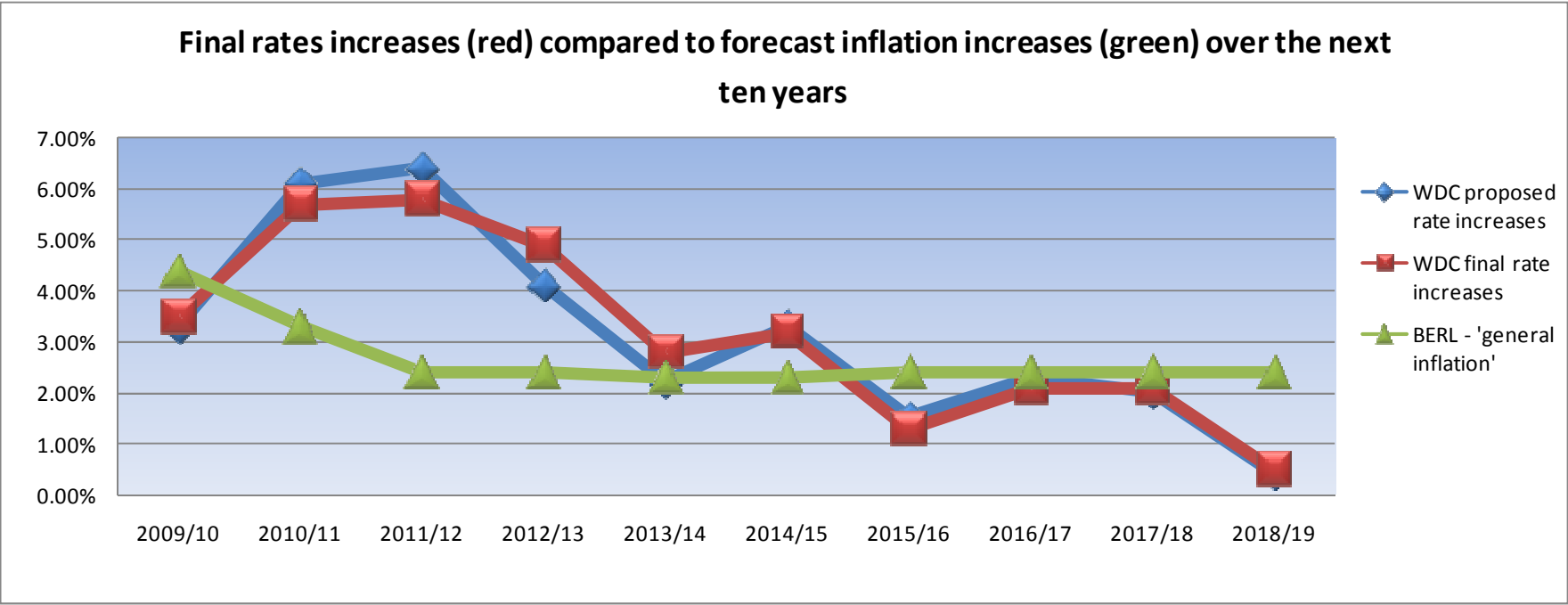
Total rates dollars required for the next ten years



*Please note that the graph above does not include the income from Council's investment activities, which is offset against the total rates requirement. The required rates income is shown in the Forecast Financial Statements.

PROPOSED RATES INCREASES OVER THE NEXT TEN YEARS

The graph below shows the proposed rates increases for the next ten years. This is based on the effects of inflation, increasing operational costs and capital expenditure on new assets and projects.



As you will note on this graph, rates increases are proposed to be higher than the rate of inflation for a number of years, particularly in 2011/12 and 2012/13. This reflects the costs of the proposed water scheme upgrades, which are required in order to meet the new Drinking Water Standards.

DEBT LEVELS OVER THE NEXT TEN YEARS

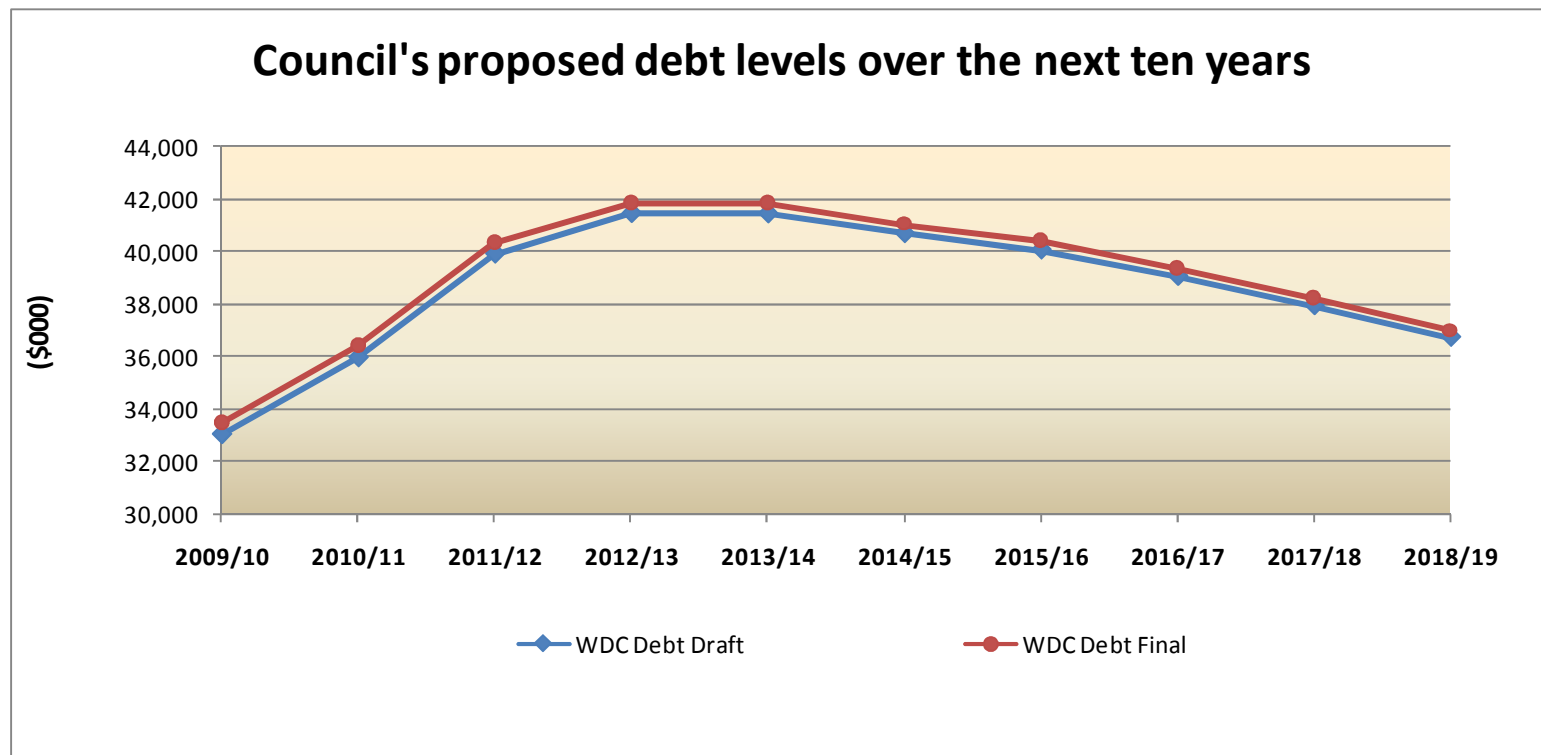
Council is in many ways just like a household - at times it has to spend large amounts of money on buying or maintaining important assets. In Council's case, a new asset might be something like a water treatment plant. Like many households, Council can only afford to pay for these assets over a number of years, and loans allow us to do that.

The other main reason that Council will use loans to purchase assets is so that it's fairer for ratepayers. By spreading the costs over say, 20 or 30 years, it means that the people who benefit from the asset in the future will also make a contribution towards the cost of that asset. If we didn't do this, the ratepayers of today would be paying significantly higher rates.

Council has a policy that sets out the maximum amount that can be borrowed at any one time. Council will be within these limits over the coming ten years.

When Council raises loans it must pay the interest and repay the loans. This is usually done over a 20 year period and the costs are included in the operating budgets. Council primarily funds all of its required loans from internal sources. This approach is described in the Borrowing Management and Investment Policy. The external borrowing is used to meet any cashflow shortfalls, which are not expected to be required past 2013/14.

The biggest impact on debt levels over the ten years will come from the cost of upgrading 21 water schemes in the District in order to meet the new Drinking Water Standards.



COMMUNITY OUTCOMES

WHAT ARE COMMUNITY OUTCOMES?

The definition of the word outcome is: "desired state of affairs".

The Local Government Act 2002 defines "community outcomes" in the following way:

"community outcomes, in relation to a district or region,-

- (a) means the outcomes for that district or region identified as priorities for the time being through a process under section 91; and
- (b) includes any additional outcomes subsequently identified through community consultation by the local authority as important to the current or future social, economic, environmental or cultural well-being of the community"

The Waitaki District Council facilitated the process of identifying community outcomes for the Waitaki District. The statement which was created through this process is referred to as the Waitaki Tomorrow Community Outcomes.

WHAT ARE THE WAITAKI TOMORROW COMMUNITY OUTCOMES?

This is a series of 49 detailed outcome statements grouped under nine higher-level outcome statements. The nine high-level outcomes and the underlying detailed outcomes are:

Waitaki people are safe and healthy

- We feel safe in our homes and on our streets
- We work together to protect people and property
- We support policing, particularly in small and rural communities
- We enjoy secure access to primary health services
- Our existing Waitaki Hospital services are retained and improved while out-of-district hospital services are easily accessed
- Our people have easy access to social services and advice in times of need

- We have active, healthy lifestyles supported by easy access to a wide variety of physical recreation and health education
- We promote hauora and holistic wellbeing for all our communities
- We encourage and promote cycling and walking for health and commuting purposes by providing safe cycleways and walkways

Waitaki rivers and water are managed for the future

- Workable plans for Waitaki catchments are in place
- We have quality drinking water
- We protect our water supplies and water bodies from pollution and contamination
- We have reliable water supply for homes, farms and industries
- We recognize the social and recreational values associated with our waterways
- We recognize mana whenua values associated with our waterways, including respecting the mauri of waterways and ensuring access to mahika kai

Waitaki's distinctive natural environment is valued and protected

- We enjoy access to our beaches, lakes and rivers, while respecting and upholding the rights of property owners
- All land use is managed sustainably and sensitively, with particular attention to coastal and other areas of environmental and cultural significance
- We maintain the integrity of our natural and cultural landscapes including waahi tapu and waahi taoka
- We manage our waste stream to minimize residual waste to landfill

Waitaki people have access to life-long learning

- Our pre-school children have access to a range of quality early childhood education and childcare facilities
- We retain a network of quality primary and secondary schools enabling access for children within reasonable travelling distances
- Schools remain an integral part of our communities
- Our secondary, tertiary and employment training providers address the social, cultural and economic needs of the District
- Our small and rural communities can access interactive distance learning

- Our education system promotes learning of Maori culture and identity, with the support and guidance of mana whenua

Waitaki has a diverse, sustainable and growing economy

- Our economic development is in balance with social, cultural, environmental and mana whenua aspirations
- We have low compliance costs for businesses
- We provide support and advice for new and existing enterprises, especially small and medium-sized businesses
- Our infrastructure enables and responds to economic growth
- Sustainable well-paid employment provides whanau with a greater degree of self-determination
- Our cultural and natural heritage and landscapes contribute significantly to economic diversity and success

Waitaki's unique culture and heritage are preserved and celebrated

- All our communities share their culture and heritage with growing numbers of visitors
- Our development in lower Thames Street and the Oamaru Harbourside area provides an attractive pedestrian-friendly destination that is sympathetic to the built heritage
- A range of easily accessed facilities and events enable participation and enjoyment of sporting and cultural activity by all members of the community
- We celebrate the unique heritage and culture of the mana whenua.

Waitaki is served by responsive and efficient government

- We can be involved in decisions that affect us
- Central government enables more freedom for local decision-making
- Our local and central governments demonstrate efficient and effective use of resources
- We consider rates to be fair
- We ensure that our communities' values and cultural imperatives are recognized and catered for

Waitaki has strong and proud communities

- We have strong, well-supported community groups and recognize and value our volunteers

- We value parenting and whanau and encourage strong, healthy relationships
- We value cultural diversity
- New residents are attracted and welcomed to the District
- We ensure that our communities' values, including mana whenua values, are recognized and catered for.

Waitaki has essential transport networks and services

- We have affordable, reliable and effective transport services that meet the needs of the community
- We have a safe and affordable roading network
- Regular air services are available at Oamaru Airport
- We respect cultural heritage and landscape values in our construction and maintenance of transport networks

HOW ARE THE WAITAKI TOMORROW COMMUNITY OUTCOMES RELATED TO THIS COMMUNITY PLAN?

The Community Plan states how Council will contribute to the achievement of community outcomes. Council has a leading role in achieving some outcomes (e.g. culture and heritage, transport networks, responsive government) and a supporting role in achieving other outcomes (e.g. safe and healthy people, protecting the environment).

The extent and nature of what Council does to fulfill these roles is described in the Community Plan. The Community Plan contains summary activity management plans for 26 activities. Each of these 26 plans describes:

- What the activity is
- Why we do it (including the community outcomes the activity contributes to)
- Whether and how the activity is planned to change in the next ten years
- How any change will be undertaken
- The level of service provided and how it is measured
- Resources used to deliver the service
- Who pays for the service

FURTHER INFORMATION ON COMMUNITY OUTCOMES

The table below illustrates this linkage, using the activity of Building Control as an example. A more detailed description of the linkage is contained in the Building Control summary activity management plan.

Further information on community outcomes, the process used to identify them, how Council and other organisations will work together to achieve them, and how they will be measured and reported against, is contained in Volume Two of this Community Plan.

Wellbeings	Community Outcomes	Level of Service	Current Performance	Planned Performance Measures Years 1-3	Performance Targets Years 1-3	Planned Performance Measures Years 4-10	Planned Performance Targets Years 4-10
Economic and Social Well-being	Waitaki people are safe and healthy. Waitaki has a diverse, sustainable and growing economy	Maintain registration as a Building Consent Authority and introduce Quality Assurance Systems as required by Building Accreditation Regulations.	Current accredited procedures are maintained and Quality Assurance Systems worked on as part of 2 nd Phase Accreditation.	Maintain registration as an accredited authority including accreditation for introduced Quality Assurance Systems.	Maintain registration	Maintain registration and have staff of BCA qualified under National Qualification Standards as required by Building Act 2004	Maintain registration and have staff of BCA qualified under National Qualification Standards as required by Building Act 2004
		Building consents are processed within statutory timeframes.	93% of building consents issued within statutory timeframe 2007/08	Efficient processing of building consents	95% within 20 working days	Efficient processing of building consents	95% within 20 working days
		Audit a proportion of local building annually to ensure compliance with Building Warrant of Fitness requirements.	20% of premises audited. High risk buildings (e.g. hotels), checked more than once every five years.	Auditing Building Warrant of Fitness premises	20% of public-use premises audited annually	Auditing Building Warrant of Fitness premises	20% of public-use premises audited annually

FINANCIAL STRATEGY

INTRODUCTION

Council's overall priorities and objectives are set in accordance with the community outcomes.

In delivering on these community outcomes Council must set its financial strategy having regard to an appropriate balance between the well-beings:

- Social
- Cultural
- Economic
- Environmental

This balance is considered to be the sustainable approach demonstrated by this Plan.

As a matter of strategy, Council has placed more emphasis on its contribution to economic wellbeing, largely through infrastructure development than social, cultural or environmental well beings.

Council's view is that economic growth first and foremost is the catalyst to maintaining population and incomes necessary to afford an appropriate investment in the social, cultural and environmental wellbeings.

Council has also seriously considered the impact of rates on economic wellbeing and, in light of the economic downturn, has reconsidered the impact and affordability of Council's operations both for rates as well as other user charges. Council has also considered affordability in the context of current and future generations. This consideration of affordability demonstrates some regard to social outcomes.

Council has a large investment in cultural assets (Forrester Gallery, North Otago Museum, Waitaki District Libraries and Oamaru Opera House). Council will continue to contribute to the current service levels and will reinvest where it has reserves or has undertaken successful property development activities. Council's philosophy is that where economic wellbeing objectives have been achieved then cultural wellbeing growth objectives can be considered.

Council's involvement in social wellbeing of the community is contributed through parks and gardens, financial support of community organisations, and projects. In light of the economic downturn, Council has reduced services in the area of community development. Council is, however, involved in a small

way in social wellbeing through services such as the provision of community housing, support for rates rebate scheme, community group grants and community safety.

Environmental wellbeing is considered where it is economically feasible, in the medium term, to do so. For most activities which may have significant negative effects, Council's resource consents ensure these environmental impacts are managed within acceptable limits.

TRENDS AND ASSUMPTIONS (ECONOMIC AND DEMOGRAPHIC)

- Costs such as oil, metals, interest and labour have historically increased greater than CPI. These costs significantly impact on Council's budgets. Our independent economic forecasts confirm this trend.
- Late 2008 saw a global economic credit crunch that has contributed to an economic downturn in New Zealand. Most forecasters predict that this will continue to affect the economy for the next 24 months.
- In its 2009 budget statement the government forecast a significant increase in unemployment. The government expects 9 years of deficit as a result of the current economic downturn.
- Our community is getting older and the number of fixed income residents will remain a high proportion of our community. The government affirmed its commitment to current superannuation entitlements.
- Our agricultural sector (particularly driven by irrigated land) has been buoyant and contributes significantly to a prosperous business community. We anticipate that despite the current economic decline this sector will remain strong over the next 10 years.
- There is considerable uncertainty about our economic future.

GROWTH

Council has undertaken a review of where we see growth occurring in our District. This review was undertaken before the current economic decline. Council has considered this and is of the view that the assumptions for growth remain relevant, but that the timing is likely to be different.

Primarily Council is of the view that growth will occur in the coastal part of Waitaki and that this should see the population of the District increase from 20,000 to 22,000 over a 15 year period. Council then expects it is likely that this population will decrease consistent with the impact of the ageing baby-boomers.

KEY FINANCIAL MANAGEMENT POLICIES

The following summarises the key financial management policies. More detailed information can be found in the following policies:

- Revenue and Financial Policies
- Funding Impact Statement
- Borrowing Management and Investment Policy

Rates

Rates will remain the primary source of income. Council has assessed its funding policies in detail by each activity. Council uses uniform based rates where it considers the benefit to be primarily shared equally to rate payers. Council prefers capital value when it considers wealth to be an appropriate basis for targeting a rate or where it considers the activity contributes to the capital value of a property. Council uses land value as a rating tool where it is targeting rural land uses or where an activity contributes to improving the land value of a property.

Council acknowledges that the majority of rates are collected on a uniform basis and remains of the view that this represents an efficient mechanism for rate payers to contribute.

User Charges

Council primarily seeks to recover charges from users where it has been determined the user is receiving a private benefit in excess of the fair allocation of the benefit contributed through rates by all rate payers. Council

does however have regard to how user charges may impact on the community's ability to access a service and therefore may reduce the private benefit charge. This is noticeable in an activity like the Waitaki Aquatic Centre where; if user charges were set at the actual cost of providing the service, much of the community couldn't access the service and the deficit to fund from rates would be larger. Council also has regard to what neighbouring councils are charging and does not wish to be out of alignment with these as this could affect growth within the District.

Where Council is competing with retailers, it does not use rates to subsidise unfair competition and will sell goods and services at market value.

Subsidies and Grants

Council will endeavor to maximize this type of income however, as there is a degree of uncertainty Council has budgeted conservatively for this. Where a project is significantly funded from grants, Council will not proceed with that project until the funding is confirmed.

Investments

Council aims to get a return on investment equivalent to the average 90 day bill rate, after deducting the value of its non commercial investments in Waitaki Development Board Ltd, Omarama Airfield Ltd, Waitaki District Health Services Ltd and community buildings.

Council's investment in these non commercial investments is due to their contribution to the economic and social wellbeing of the District.

Debt

Debt will not exceed \$4,000/rateable property.

Development Contributions

Council will plan to charge 100% of the growth related portion of new capital projects to those who create the demand for growth.

BALANCED BUDGET

Council has primarily taken the approach that each year of the Waitaki Community Plan has a balanced budget. In other words, our revenue meets

our expenditure. Most years show an operating surplus as there is a portion of rates revenue that is rated for the purchase of capital items that are not listed in the operational expenditure.

Council has adopted a schedule of items where it does not plan to fund the depreciation element of operating expenditure. When Council applies this policy it considers each asset individually and takes account of one of the following exceptions:

- Council does not intend to replace the asset at the end of its economic life and so does not require a cash fund to be developed.
- Council believes that future non-rate revenue sources such as grants and subsidies will reasonably provide for the replacement of all or part of an asset.
- Council has recently raised a loan for a new asset and does not consider it fair to charge current rate payers for both the loan repayment (initial asset purchase) and its replacement. This is applied only for the period of the loan and does increase the rate burden in future years.
- Council recognises that annual operating maintenance expenditure is sufficient to maintain the asset in perpetuity.

The use of the non-funding of depreciation will contribute to a deficit or reduced surplus in any particular year of the Plan.

Council also rates for some items such as election expenses in every year even though expenditure largely occurs in the year of an election. This enables the smoothing out of rates to avoid one-off jumps in rates. Council believes this to be prudent. The funds are held in reserve for the purpose for which they were taken until they are required.

Council borrows for capital projects and may borrow for operational projects where it is clear there is a future benefit from that project. Council does not borrow beyond the period that an asset or activity provides a benefit. Council does not fund normal operating expenses from debt.

CHANGES IN LEVELS OF SERVICE

Council has in the past six years taken a progressive development approach to build on the positive economic activity in the community. This has seen rates increase greater than CPI.

In preparing this Plan Council has taken account of the current economic downturn. Council proposed a budget increase of 3.3% in 2009/10. This proposal was well below CPI, which is reported at 5.1% (September 2008). However, as a consequence of the global economic downturn CPI dropped to 3.0% (March 2009). In response to submissions Council adopted a 3.5% rates increase for 2009/10.

To achieve this low rate increase Council has had to cut some service levels while endeavoring to maintain or increase infrastructure service levels in roads, water, waste water and Oamaru Harbour.

Areas where service levels will decrease are parks, economic development, waste management and community development.

Council notes that many of its increases are driven by legislative compliance, especially in water and building services.

More information about these service level changes can be found in the Executive Summary.

In future periods of the Plan, Council is proposing further infrastructure spending particularly on water, roads and Oamaru Harbour. Major increases in service level are proposed in the Forrester Gallery and North Otago Museum, resulting from the building redevelopment. Further investments are also being made in tourism activities.

AFFORDABILITY OF RATES

Since the government enquiry into rates (Shand Report) there has been considerable debate about affordability of rates. Council proposes to keep service levels largely the same, except for significant changes in roading, water, Oamaru Harbour and solid waste.

This will result in rates increasing over the 10 years at a slightly greater rate than incomes.

Council has joined other councils to contract Business and Economic Research Limited (BERL) to provide median household income projections for the 10 year period. These figures have been calculated for the Otago Region and are not directly available for Waitaki District. Using the March 2008 Statistics New Zealand Quarterly Review, Waitaki average hourly earnings are 91.4% of the Otago Region average hourly earnings. For the purpose of assessing affordability Council has assumed median household income of Waitaki to be 91.4% of the Otago Region household income.

The following table shows Waitaki median household income projections and projected median residential rates as a percentage of these.

	2009	2014	2019
Median Income	\$43,362	\$49,192	\$58,675
Median Residential Rates	\$1,577 (average rate 2008 Annual Report)	\$1,955 (based on projected rates increases)	\$2,150
% of Median Household Income	3.6%	4.0%	3.7%

Council agrees with the Shand Report that rates should remain at less than 5% of average household income, and aims to achieve this.

Council recognizes that for a portion of our community, rates will exceed this threshold. Council believes that the government funded rates rebate scheme is the appropriate tool for managing this situation.

TAKING A SUSTAINABLE DEVELOPMENT APPROACH

The Local Government Act 2002 requires that Councils take a 'sustainable development' approach in providing for the social, economic, environmental and cultural wellbeing of their communities.

While the Act does not define what sustainability means, it does outline what a sustainable development approach might look like. In essence, when making decisions, Council should take into account:

- the social, economic, environmental and cultural wellbeing of people and communities
- the need to maintain and enhance the quality of the environment
- the reasonably foreseeable needs of future generations

In this context, sustainable development relates to everything that Council does. It needs to be considered in everything from rates affordability and district planning, to the recruitment and retention of volunteers.

What sustainability should actually look like in practice can be a contentious issue. Council is still in the early stages of developing its approach to sustainability and this is an area where much ongoing work can be done.

The following definition of sustainability is derived from the United Nations' Brundtland report (also known as "Our Common Future") and is expected to form the basis for Council's ongoing development of its approach to sustainability.

"Sustainable development is a balanced, inclusive approach that seeks to meet the needs of today's generation, without reducing the ability of future generations to meet their own needs."

Although there is much work to be done, this Plan has incorporated a sustainable development approach wherever considered appropriate by Council in the context of its current views on sustainability. The word 'sustainability' is used directly in some instances, and is implied in others.

In particular, Council's current approach to sustainability, and the assumptions that form the basis of its decisions, is reflected in the following:

- The Financial Strategy (with an emphasis on a strong and sustainable economy as the platform for environmental, social and cultural sustainability)
- The Land Transport Strategy
- The Waste Minimisation Plan
- Activity Management Plans

In recent years, Council has received a growing number of submissions addressing sustainability themes. Council has not yet formally engaged the wider community to obtain its views on sustainability as an issue in itself. In December 2008, Council decided to host a Sustainability Forum in 2009, to seek those views and draw on the current knowledge and expertise within the community. The results of this forum will not be available for inclusion in the final Community Plan, but they will be important in determining how Council takes a sustainable development approach across its activities into the future.

In terms of Council's current activities, there are a number of practical steps that have been taken towards achieving sustainability. Examples of these are:

- Energy efficiency initiatives – e.g. in Council Community Housing and the Waitaki Aquatic Centre
- Support for the development of a farmers' market
- Initiatives to recruit and retain volunteers
- The Walking and Cycling Strategy
- Developing effective networks to share resources – such as sharing resources with other Councils
- The creation of the Sustainable Waitaki Action Team - a team of Council officers who meet regularly to identify and promote sustainability initiatives within Council

Future initiatives Council may use to support its approach to sustainability includes:

- Establishing a framework for decision making
- Working with activity managers on what sustainable approaches they could take in their day-to-day work
- Holding a community sustainability forum
- Identifying local community partnerships that advance Councils sustainability goals
- Working with neighbouring Councils on regional sustainability issues and projects
- Identifying external funding opportunities to support initiatives
- Continuing to fund Sustainable Living Programme

KEY ASSUMPTIONS

In an uncertain and ever changing world, planning ten years ahead is a challenging process.

The Local Government Act 2002 requires that Council's clearly identify all significant forecasting assumptions and risks underlying the financial estimates in its Community Plan. Council's Significant Forecasting Assumptions are included in Volume Two of this Plan.

The Significant Forecasting Assumptions provide a framework for the planning process and include the following:

- Growth (population and economic growth)
- Levels of service
- Resource consents
- Water
- Solid waste (rubbish, recycling and landfills)
- Climate change
- Natural disasters
- Replacement of assets
- Legislation
- Inflation
- Interest
- Revaluations
- Emissions Trading Scheme

Assumptions are also discussed in Council's Financial Strategy.

Of particular significance are assumptions surrounding the area of growth – both population and economic.

Population Growth:

The population of our District is predicted to increase from 20,233 in 2006, to 22,203 in 2016, an increase of nearly 10% and then decreasing consistent with impact of the ageing baby boomers. Population growth is one of the most significant factors influencing forecasting and planning at the Council.

There are three areas that are predicted to contribute to population growth in our District:

- Irrigation
- The Holcim Cement Plant
- Winery Development

Population growth of 10% over the time of this Plan is largely able to be managed within existing infrastructure capacity. As well as population growth, there are two other areas that are important to our planning: economic growth and an increase in the number of dwellings in the District.

Economic Growth:

Because of the predicted increase in population and its link to job growth, it is reasonable to assume that there will be an increase in GDP per capita within the District; however, there is also a high level of uncertainty about what the next few years hold in terms of the worldwide and national economic picture.

Dwelling Growth:

It is predicted that there will be 1900 new dwellings built in the District over the next 30 years. This number is above and beyond the number of houses needed to accommodate the increase in population (as outlined above), and represents an increase in the number of holiday homes, and an increase in the number of properties needed to accommodate smaller households.

These growth assumptions were based on work commissioned by Council in April 2008. Council has reconsidered them in the context of the current global economic downturn and still considers them to be relevant. The Financial Strategy also reflects this.



AUDIT OPINION

AUDIT NEW ZEALAND

Mana Arotake Aotearoa

Report to the readers of Waitaki District Council's Long-Term Council Community Plan for the ten years commencing 1 July 2009

The Auditor-General is the auditor of Waitaki District Council (the District Council). The Auditor-General has appointed me, John Mackey, using the staff and resources of Audit New Zealand, to report on the 2009-19 Long-Term Council Community Plan (LTCCP), on his behalf.

The Auditor-General is required by section 94(1) of the Local Government Act 2002 (the Act) to report on:

- the extent to which the LTCCP complies with the requirements of the Act;
- the quality of information and assumptions underlying the forecast information provided in the LTCCP; and
- the extent to which the forecast information and performance measures will provide an appropriate framework for the meaningful assessment of the actual levels of service provision.

It is not our responsibility to express an opinion on the merits of any policy content within the LTCCP.

Opinion

Overall Opinion

In our opinion the LTCCP of the District Council incorporating volumes 1 and 2 dated 30 June 2009 provides a reasonable basis for long-term integrated decision-making by the District Council and for participation in decision-making by the public and subsequent accountability to the community about the activities of the District Council .

In forming our overall opinion, we considered the specific matters outlined in section 94(1) of the Act which we report on as follows.

Opinion on Specific Matters Required by the Act

In our view:

- **the District Council has complied with the requirements of the Act in all material respects demonstrating good practice for a council of its size and scale within the context of its environment;**

the underlying information and assumptions used to prepare the LTCCP provide a reasonable and supportable basis for the preparation of the forecast information; and

- **the extent to which the forecast information and performance measures within the LTCCP provide an appropriate framework for the meaningful assessment of the actual levels of service provision, reflects good practice for a council of its size and scale within the context of its environment.**

Actual results are likely to be different from the forecast information since anticipated events frequently do not occur as expected and the variation may be material. Accordingly, we express no opinion as to whether the forecasts will be achieved.

Our report was completed on 30 June 2009, and is the date at which our opinion is expressed.

The basis of the opinion is explained below. In addition, we outline the responsibilities of the District Council and the Auditor, and explain our independence.

Basis of Opinion

We carried out the audit in accordance with the International Standard on Assurance Engagements 3000: Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards. We have examined the forecast financial information in accordance with the International Standard on Assurance Engagements 3400: The Examination of Prospective Financial Information.

We planned and performed our audit to obtain all the information and explanations we considered necessary to obtain reasonable assurance that the LTCCP does not contain material misstatements. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

Our audit procedures included assessing whether:

- the LTCCP provides the community with sufficient and balanced information about the strategic and other key issues, choices and implications it faces to provide an opportunity for participation by the public in decision-making processes;
- the District Council's financial strategy, supported by financial policies as included in the LTCCP is financially prudent, and has been clearly communicated to the community in the LTCCP;
- the presentation of the LTCCP complies with the legislative requirements of the Act;
- the decision-making and consultation processes underlying the development of the LTCCP are compliant with the decision-making and consultation requirements of the Act;
- the information in the LTCCP is based on materially complete and reliable asset or activity management information;
- the agreed levels of service are fairly reflected throughout the LTCCP;

the key plans and policies adopted by the District Council have been consistently applied in the development of the forecast information;

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

We do not guarantee complete accuracy of the information in the LTCCP. Our procedures included examining on a test basis, evidence supporting assumptions, amounts and other disclosures in the LTCCP and determining compliance with the requirements of the Act. We evaluated the overall adequacy of the presentation of information. We obtained all the information and explanations we required to support our opinion above.

Responsibilities of the Council and the Auditor

The District Council is responsible for preparing an LTCCP under the Act, by applying the District Council's assumptions and presenting the financial information in accordance with generally accepted accounting practice in New Zealand. The District Council's responsibilities arise from Section 93 of the Act.

We are responsible for expressing an independent opinion on the LTCCP and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and section 94(1) of the Act.

Independence

When reporting on the LTCCP we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the New Zealand Institute of Chartered Accountants.

Other than this report and in conducting the audit of the Statement of Proposal for adoption of the LTCCP and the annual audit, we have no relationship with or interests in the District Council.



John Mackey
Audit New Zealand
On behalf of the Auditor-General
Christchurch, New Zealand

COUNCIL ACTIVITIES

This Chapter provides information on the activities of Council. To create this Plan, we have aggregated Council functions into 26 separate activities, and then aggregated those 26 activities into eight groups of activities.

The Groups of activities appear in this Plan in the following order:

- Roads, Port and Airport
- Water and Waste
- Planning
- Regulatory
- Parks and Recreation
- Arts, Heritage and Community
- Economic Development
- Council and Community Boards

Each of the eight groups of activities consists of: a Group Overview statement and a summary activity management plan for each activity in that group

GROUP OVERVIEW STATEMENTS

These statements provide an overview of what is likely to happen in the activities of that Group over the next ten years. These written statements are accompanied by financial statements showing:

- Operating and capital expenditure and revenue for the next ten years, including forecast rates requirements
- Capital projects for the next ten years, how they will be funded and the rates impact of each project

Note: Operational projects are included in the projects lists in the summary activity management plans for each activity. These do not appear in the group project schedules as their financial impact is included in the operating expenditure.

SUMMARY ACTIVITY MANAGEMENT PLANS

These statements fall down into individual activities in each group. They address a number of questions about each activity:

- *What are we doing?* This describes the service delivered with some indication of the scale of the activity.
- *Why are we doing it?* This explains the reason why Council is involved, including how it relates to community outcomes and statutory requirements.
- *Where are we headed?* This sets out any substantive change likely to occur in the rates over 10 years, and the reasons for that change.
- *How will we get there?* This describes the actions taken to bring about change in the activity, such as new services, or capital expenditure. Projects are listed here, but details of cost and funding are in the Group Overview.
- *How well are we doing and how do we measure progress?* This describes the desired levels of services for the activity, the current performance, how performance will be measured over the ten year period and performance targets. These will be reported against every year in the Annual Report. Where a service improves over the ten years, this will be reflected in these measured targets.
- *What resources do we have and what resources do we use?* This describes the physical assets used and the number of fulltime equivalent staff members directly employed in each activity.
- *Who pays for it?* This provides a brief summary of how the activity is funded. Greater details are available in the Revenue and Financing Policy in Volume Two.

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GROUP OVERVIEW – ROADS, PORT AND AIRPORT

The Roads, Port and Airport group of activities includes the following:

- Roads through the District, excluding the state highways (which belong to New Zealand Transport Agency - NZTA)
 - Maintenance of both sealed and unsealed roads (subsidised by NZTA)
 - Maintenance of bridges, culverts, stormwater systems, and road furniture
 - Roadside weed control and grass cutting alongside sealed roads
 - Township works including maintenance and renewal of footpaths, kerb and channel, on-street and off-street car parks
 - Completion of minor safety improvements
 - Rural and urban seal widening and extension programme
 - Implementation of the Walking and Cycling Strategy (also in the Parks and Recreation Group of Activities)
- Oamaru Port
 - Operating harbour moorings, wharf berths and the slipway
 - Leasing harbour buildings and facilities
 - Maintaining wharves, breakwater and shore armouring structures
 - Maintaining harbour access through dredging and related activities
- Oamaru Airport
 - Non scheduled and scheduled commercial flights
 - Recreational flying
 - Leasing of facilities, land and buildings
 - Maintenance of runways, facilities, buildings and property

The activities in this group contribute primarily to economic and social wellbeing. They play a significant part in furthering the community outcome regarding infrastructure that enables and responds to economic growth. The roading activity is the vital factor in achieving the outcome of a safe and affordable roading network.

ROADING

The strategic direction for the roading activity focuses heavily on maintaining the existing network with an increase in the level of service through widening the seal of some narrow routes, seal extension and the development of minor safety projects. The increased level of service in the roading activity corresponds to the community's wish for essential and affordable transport networks.

OAMARU PORT

The strategic direction for Oamaru Port is on continuing maintaining the breakwater, port entrance and harbour structures. An increase in the level of service is through beautification and construction of pedestrian / cycle ways, promoting development in the area, as well as protecting the coastline north of the harbour up to Oamaru Creek.

OAMARU AIRPORT

The strategic direction at the airport is very much based around the status quo and maintaining what is currently there.

Negative Effects

A significant negative effect of the Roads activity can be the extent to which the roading network impacts on the quality of life on a particular community or commercial area. This can include noise, vehicle emissions, stormwater discharge, vibration, new road formation, gravel loss from roads, lighting and dust irritations from unsealed roads. These are mitigated by activities currently undertaken by Council, for example, the seal extension programme mitigates dust effects.

Port and Airport activities can have significant negative effects, largely due to noise. Current levels of commercial activity are such that these negative effects are considered minor. It is considered that recreational activity in the area is unlikely to create any significant effects.

Detailed discussion on some of the issues arising from this group of activities can be found in the Overview and Executive Summary under the heading Investment in Infrastructure and Reductions in Service Levels.

WAITAKI DISTRICT COUNCIL - ROADS, PORT AND AIRPORT PROSPECTIVE ACTIVITY STATEMENT

Annual Plan 2008/09 \$(000)		2009/10 \$(000)	2010/11 \$(000)	2011/12 \$(000)	2012/13 \$(000)	2013/14 \$(000)	2014/15 \$(000)	2015/16 \$(000)	2016/17 \$(000)	2017/18 \$(000)	2018/19 \$(000)
	Operating Expenditure										
9,176	Roads	10,124	10,482	11,416	11,615	11,867	12,658	12,855	13,085	13,971	14,191
701	Oamaru Port	754	779	863	973	1,029	972	970	968	966	963
178	Oamaru Airport	270	274	278	283	288	292	297	302	307	312
10,055	Total Operating Expenditure (1)	11,148	11,535	12,557	12,871	13,184	13,922	14,122	14,355	15,244	15,466
	Operating Revenue										
	<u>Activity Revenue</u>										
5,239	Roads	7,730	6,589	6,645	6,925	7,073	7,016	7,154	7,226	7,481	7,832
93	Oamaru Port	213	253	260	819	365	160	141	145	149	152
205	Oamaru Airport	293	303	311	321	330	337	347	357	366	375
5,537		8,236	7,145	7,216	8,065	7,768	7,513	7,642	7,728	7,996	8,359
	<u>Rates Revenue</u>										
161	General Rates	184	195	199	221	210	215	237	243	242	256
34	District Services Rates	45	49	68	93	105	93	94	94	94	82
-	Uniform Annual General Charges	-	-	-	-	-	-	-	-	-	-
499	Ward Rates	517	544	557	610	585	599	654	670	670	706
4,472	Separate Activity Rates	4,889	4,959	5,554	5,999	6,149	6,602	6,701	6,836	7,260	7,321
5,166		5,635	5,747	6,378	6,923	7,049	7,509	7,686	7,843	8,266	8,365
10,703	Total Operating Revenue	13,871	12,892	13,594	14,988	14,817	15,022	15,328	15,571	16,262	16,724
648	Net Surplus (Deficit)	2,723	1,357	1,037	2,117	1,633	1,100	1,206	1,216	1,018	1,258
2,487	Remove Effect Depreciation Not Funded	3,025	3,070	3,451	3,496	3,540	3,895	3,933	3,976	4,378	4,422
3,135	Net "Cash" Surplus (Deficit)	5,748	4,427	4,488	5,613	5,173	4,995	5,139	5,192	5,396	5,680
	Capital and Resrves Funding Requirements										
	<u>New Capital</u>										
1,249	Roads	2,633	3,240	1,911	2,893	2,161	2,010	2,322	2,015	2,064	2,116
553	Oamaru Port	350	993	1,340	110	282	87	89	91	31	222
-	Oamaru Airport	-	-	-	-	-	-	-	-	-	-
1,802		2,983	4,233	3,251	3,003	2,443	2,097	2,411	2,106	2,095	2,338
	<u>Renewals</u>										
4,121	Roads	6,184	4,837	4,736	4,639	4,764	4,962	5,436	5,396	5,673	6,111
-	Oamaru Port	20	-	107	661	203	23	-	-	37	-
-	Oamaru Airport	-	-	-	-	-	-	-	-	-	-
4,121		6,204	4,837	4,843	5,300	4,967	4,985	5,436	5,396	5,710	6,111
-	Loan Repayments	-	-	-	-	-	-	-	-	-	-
149	Transfers to Reserves	447	575	653	718	764	802	612	656	693	732
6,072		9,634	9,645	8,747	9,021	8,174	7,884	8,459	8,158	8,498	9,181
	Funded By:										
3,135	Net "Cash" Surplus (Deficit)	5,748	4,427	4,488	5,613	5,173	4,995	5,139	5,192	5,396	5,680
-	Capital Sales	-	-	-	-	-	-	-	-	-	-
-	Loans Raised	-	-	-	-	-	-	-	-	-	-
1,030	Transfer from Reserves	1,284	2,979	2,001	1,321	834	635	915	545	587	852
1,907	Renewal Funding From Depr. Reserves	2,602	2,239	2,258	2,087	2,167	2,254	2,405	2,421	2,515	2,649
6,072		9,634	9,645	8,747	9,021	8,174	7,884	8,459	8,158	8,498	9,181
4,469	(1) Specific Expenses Included Above	5,480	5,557	6,271	6,342	6,419	7,086	7,154	7,228	7,983	8,060
-	Depreciation	-	-	-	-	-	-	-	-	-	-
321	External Interest	280	279	426	513	547	526	510	512	485	456
	Internal Interest										

WAITAKI DISTRICT COUNCIL ROADS, PORT AND AIRPORT PROJECT SCHEDULE 2009/19 (\$'000 INCLUDES INFLATION)

Name	Funding (Sources Other Than Rates*)	2009/10		2010/11		2011/12		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18		2018/19	
		Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd
Non-Assisted Roading - Renewals																					
Carparks	Depr	16	-	17	-	17	-	18	-	18	-	19	-	19	-	20	-	20	-	20	-
Litterbins	Depr	19	17	20	18	20	18	21	19	21	19	22	20	22	20	23	21	23	21	24	22
Promo Signage	Depr	6	5	6	5	6	5	7	5	7	5	7	5	7	5	7	5	7	5	8	6
Footpaths	Depr	400	-	392	-	402	-	413	-	423	-	433	-	443	-	454	-	465	-	476	-
Total Roading Renewals		6,184	77	4,837	23	4,736	23	4,639	24	4,764	24	4,962	25	5,436	25	5,396	26	5,673	26	6,111	28
Bridge Renewal - Detail																					
Peddies Road	NZTA/DC/Depr	132	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Otekaike No 2	NZTA/DC/Depr	-	-	3	-	45	-	63	-	-	-	-	-	-	-	-	-	-	-	-	-
Humber St	NZTA/DC/Depr	30	-	290	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Breakneck Rd	NZTA/DC/Depr	450	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Kakanui	NZTA/DC/Depr	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Ngapara	NZTA/DC/Depr	-	-	-	-	259	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bowalley	NZTA/DC/Depr	460	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Slaughter Yard Rd	NZTA/DC/Depr	40	-	350	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Nenthorn Diggings	NZTA/DC/Depr	3	-	2	-	43	-	-	-	-	-	-	-	155	-	-	-	-	-	-	-
Willow View #2	NZTA/DC/Depr	-	-	3	-	13	-	-	-	-	-	-	-	144	-	-	-	-	-	-	-
Bridge Renewal - Other	NZTA/DC/Depr	-	-	-	-	-	-	-	-	-	-	-	-	-	-	136	-	285	-	588	-
Total Bridge Renewal		1,215	-	648	-	360	-	63	-	-	-	-	-	299	-	136	-	285	-	588	-

Name	Funding (Sources Other Than Rates*)	2009/10		2010/11		2011/12		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18		2018/19	
		Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd
Oamaru Port - New Capital																					
Breakwater - Deferred Maintenance	Loan	150	-	-	-	214	428	-	-	-	-	-	-	-	-	-	-	-	-	126	-
Slipway - Deferred Maintenance		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Navigation - Deferred Maintenance		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
General Development	OBPC	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Landscape - Plan Implementation	RMA	25	-	25	-	25	-	25	-	25	-	29	-	30	-	30	-	31	-	32	-
Landscape - New Green Space Topsoil	RMA	25	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Landscape - Marine Parade		-	-	25	-	29	-	30	-	31	-	-	-	-	-	-	-	-	-	-	-
Landscape - Rail Walk Bridge	Grant	50	-	107	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Friendly Bay - Play Equipment	RMA	-	-	-	-	-	-	-	-	-	-	58	-	-	-	-	-	-	-	-	-
Friendly Bay - Landscaping		-	-	-	-	-	-	-	-	-	-	-	-	59	59	61	61	-	-	64	64
Friendly Bay - Retaining Wall		-	-	-	-	-	-	55	55	-	-	-	-	-	-	-	-	-	-	-	-
Friendly Bay - Toilet		-	-	-	-	-	-	-	-	226	-	-	-	-	-	-	-	-	-	-	-
Protection Holmes to Oamaru Creek	Loan	-	-	836	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Protection North of Oamaru Creek	Loan	-	-	-	-	1,072	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Oamaru Port - Total New Capital		350	-	993	-	1,340	428	110	55	282	-	87	-	89	59	91	61	31	-	222	64
Oamaru Port - Renewal																					
Sumpter Wharf - Major Renewal	Grant	20	-	-	-	107	-	661	-	203	-	23	-	-	-	-	-	37	37	-	-

OAMARU AIRPORT – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Oamaru Airport is located 12 kilometres north of Oamaru on the airport reserve near Hilderthorpe. The airport is fully operational and regular commercial flights operate to and from Christchurch, linking to national and international routes. The airport is available to all aircraft users and is also regularly used by the North Otago Aero Club for recreational flying and air training. Airport land and buildings are leased.

It is estimated there are approximately 620 commercial flights in and out of the airport annually.

WHY ARE WE DOING IT?

Oamaru Airport contributes to the following community outcomes:

Waitaki has a diverse, sustainable and growing economy: *our infrastructure enables and responds to economic growth.*

Waitaki has essential transport networks and services: *regular air services are available at Oamaru airport.*

The Oamaru Airport is a discretionary activity.

Oamaru is located more than an hour's drive from major centres, and air services provide an important transport link to other towns and cities in New Zealand. Having an operational airport provides residents and businesses with better access to a range of business, education, and recreation opportunities outside the District, and enables local people to keep in contact with friends and families. Oamaru Airport can also be used to transport freight.

The airport land is Crown Reserve land administered by Council. If, at some stage, Council were to cease operating the airport then the land would be returned to the Crown.

No significant negative effects have been identified in relation to the Council undertaking this activity.

WHERE ARE WE HEADED?

Council intends to continue to maintain the airport in a state which will allow commercial flights to continue over the next ten years.

In 2005 Council resealed the runway (extending its life by 15 years) and renovated the terminal building to maintain operational readiness. In 2006 Air New Zealand established a daily commuter service on a 19-seater aircraft to and from Christchurch.

Oamaru Airport is centrally based in the South Island, located close to State Highway 1 and the South Island main trunk rail line. This strategic positioning provides opportunities to increase the use of the airport or develop transport-related business activities on the land adjacent to the airport. Over the next ten years there may be greater demand to use the airport for additional freight and charter flights. The airport has the capacity to cope with additional activity and additional flights would benefit the District's economy.

Recreational aero club activity is an important part of the operation. Fuel prices are likely to have an impact on the level of recreational use of the airport.

Council owns surplus land surrounding the airport so that this can be used should the airport need additional land in the future. There is no plan to expand the size of the airport within the lifetime of this Plan and this land will continue to be leased.

With the increased emphasis on airport security nationally and internationally, it is possible that in the future security standards at local airports may be raised, and additional security equipment may be required. Council has not budgeted for additional security equipment, however, as there is currently no requirement for smaller airports to meet the same standards as major airports.

HOW WILL WE GET THERE?

Council will continue to maintain the airport in a condition which will allow commercial and other flights to use the facility on a regular basis.

No significant renovations are expected to be needed to the airport over the next ten years. There will be ongoing maintenance work carried out on the land and buildings. A recoat of the runway is planned for 2009 as the first of these works.

The installation of a Jet A1 fuel tank in the future may mean that users can refuel at Oamaru, and this will make the airport more attractive to recreational and commercial users. The loading potential for flights operating from Oamaru will increase and having the tank operating will also improve safety by ensuring that aircraft can be fully fuelled at take off. Having a fuel tank in place will increase the fuel revenue Council receives from users and is expected to increase landing fee income due to more frequent use of the airport. Additional income will be used to fund the maintenance of the airport.

There are no projects planned for this activity.

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Currently, the Oamaru Airport provides a regular, commercial air service. It is also regularly used by the North Otago Aero Club for recreational flying and air training.

Level of Service	Performance Measure 2009 - 2012	Performance target 2009 - 2012	Performance Measure 2013 - 2019	Performance target 2013 - 2019
Maintain airport in operational state	Meet Civil Aviation Authority safety requirements	100%	Meet Civil Aviation Authority safety requirements	100%
Users are satisfied with airport facilities	Satisfaction of users with facilities as monitored through a biennial survey	User satisfaction >80%	Satisfaction of users with facilities as monitored through a biennial survey	User satisfaction >80%

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

Oamaru Airport's main runway is a 1,295m sealed runway, which is regularly swept. This runway has lighting suitable for night operations.

Two grass runways are maintained with clear markings. The airspace is protected under the Waitaki District Plan.

The airport terminal buildings are currently leased and are maintained in a clean and tidy state. The airport reserve is 255ha; 33ha is used for airport activities and remaining land is leased for farming.

People

The Oamaru Airport is managed by Council's Property unit, which comprises 2 full time equivalent staff members.

WHO PAYS FOR IT?

The Oamaru Airport activity is funded from user charges as rent from farms owned as part of the Airport reserve fund the maintenance of Airport reserves. Over the term of this plan recovery from user charges is planned to increase. Further information is contained in Council's Financing and Revenue Policy.

OAMARU PORT – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Oamaru Harbour was developed over many years with initial construction starting in the 1870's. The harbour was used for exporting local produce including grain, wool and frozen meat. It is currently used by operators of local fishing boats and by the community for sporting and recreational purposes. The New Zealand Historic Places Trust has recognised the heritage value of the entire harbour precinct by registering the area as an historic place under the Historic Places Act 1993.

Harbour assets were vested in Council in the 1980's. They are maintained to accommodate the range and scale of activities that currently occur. The Council has developed a Harbour Redevelopment Plan which is aimed at increasing the use of the harbour area.

The Waitaki Community Plan 2006 – 2016 provided that the renewals of wharves and structures would not be funded as Council did not intend to replace them. Council has reviewed that policy and is now proposing to actively manage the assets so they can be maintained in perpetuity. This is fundamental to promote the heritage port concept.

WHY ARE WE DOING IT?

Oamaru Port contributes to the following community outcomes:

Waitaki's unique culture and heritage are preserved and celebrated.

Waitaki has a diverse, sustainable and growing economy.

Waitaki has efficient transport networks.

This is a discretionary activity; however, the Oamaru Harbour is a historic, cultural and recreational asset to the community which also enables economic development.

Presently the port provides the basic infrastructure for the local fishing industry. Enhancement of the historic harbour area in future will provide further opportunities for economic growth for our community, and will enhance recreational opportunities for people to enjoy the harbour area. In future

years there may be a bid to establish World Heritage Status for Oamaru Harbour. The development of the harbour will significantly improve the chances of being awarded this title.

The Oamaru Harbour breakwater is identified as a strategic asset in Council's Significance Policy which means that public consultation would be required to be undertaken if Council decided to cease to maintain this asset. This status recognises the importance of the breakwater to the security of Oamaru town centre, and many of the town's heritage assets.

No significant negative effects have been identified in relation to Council undertaking this activity.

WHERE ARE WE HEADED?

We expect demand for activities within the harbour precinct to rise significantly as the proposed development plan proceeds. Demand could include:

- additional commercial operators using the port
- increased numbers of people swimming, mooring their pleasure boats and rowing
- increased usage of the slipway for small craft maintenance and repairs; and/or
- greater tourism, taking advantage of the surrounds and local commercial activities such as the Oamaru Blue Penguin Colony, heritage craft / industries being undertaken in the adjacent 'red sheds' and harbour restaurant

Council's plan to meet this demand, and to enhance the harbour as a community and tourism asset, is to redevelop the harbour area in stages over the next decade. Further information about the Harbour Development Plan is set out in the section below.

Council will increase maintenance work to protect and beautify the harbour area and will continue its harbour dredging programme to maintain operational use of Oamaru Port.

HOW WILL WE GET THERE?

Operation and Maintenance

Long-term maintenance programmes for breakwaters, wharves, slipway, buildings and dredging have begun in recent years and this work will continue as required. Scheduled maintenance helps to preserve harbour structures, facilities and buildings at a standard compatible with their current status and to meet relevant legislative requirements. The harbour entrance will be dredged to ensure a 20m wide channel with minimum depth of four metres at low tide.

The Harbour Development Plan

The Harbour Development Plan sets out Council's vision for how the harbour will look in future years. One of the first priorities in the Plan is a road system which connects the harbour area to the historic precinct via Wansbeck Street.

The plan identifies the need to develop three major public spaces in the harbour area, and provide increased walking and cycling routes. In the later stages of the redevelopment, replanting of the area is planned. The plan also envisages the creation of a new commercial area behind Marine Parade.

A District Plan Variation, which will align the Waitaki District Plan with the Harbour Development Plan, is expected to be completed during 2009/10.

There are four key elements of the Harbour Development Plan included in this plan over the next 10 years.

Harbour landscape improvements	\$1,250,000
Coastal Protection	\$1,800,000
Wharf Renewals	\$1,295,000

Harbour landscape improvements include repair of footpaths and retaining walls and development of playgrounds and facilities.

Additional coastal protection will see improvements made to the unprotected coastline from Holmes Wharf north to join the recently upgraded protection to railways land. This is divided into two parts: south and north of Oamaru Creek at a cost of \$800,000 and \$1,000,000 respectively. This improves the coastal protection of Oamaru town centre, from the harbour to the end of Humber Street.

Wharf renewals to Holmes Wharf will support the commercial port operation. This is a significant shift in policy from Waitaki Community Plan 2006/16, which specifically provided for no renewal of wharves.

There is a large investment in Sumpter Wharf to bring it up to a pedestrian safe standard. This project is being done jointly with the Sumpter Wharf Action Group and is dependent upon successful fundraising.

Council owns all of the land surrounding the harbour to Tyne Street. Council will be seeking to maximise its returns on this land through lease or disposal to generate income to support the developments. Council will work with private investors to encourage them to maximise their investment, consistent with the Harbour Development Plan.

PROJECT AND DESCRIPTION	YEAR
New Capital Works	
Deferred Maintenance <ul style="list-style-type: none"> • Breakwater • Slipway • Navigation 	2009/10 and 2011/12
General Development	2009/10
Landscape <ul style="list-style-type: none"> • Landscape Plan Implementation • New Green Space Topsoil • Marine Parade • Rail Walk Bridge 	Ongoing 2009/10 2010/Ongoing 2009/11
Friendly Bay <ul style="list-style-type: none"> • Play Equipment • Landscaping • Retaining Wall 	2012/13
North of Holmes <ul style="list-style-type: none"> • Protection to Oamaru Creek • Protection North Oamaru Creek 	2010/11 2011/12
Renewal	
Sumpter Wharf – Major Renewal	2009/10
Operational – no projects	

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Council will increase service levels for the harbour through redevelopment and revitalisation. Our standards are:

- Implement Harbour Development Plan
- Entry to the port will be maintained by ensuring a minimum depth of four metres through the main entrance channel at all times.
- The port will meet minimum maritime safety requirements at all times.
- We will maintain the breakwater to a level that protects the integrity of the port and its current usage.

- We will maintain the Holmes, Normanby and Sumpter wharves to a level that is appropriate for their use.
- Points of historic interest within the Harbour area will be maintained to ensure no additional degradation of the assets.

Our present performance is close to these standards:

- Essential maintenance to breakwater was completed between 2006 and 2008.
- Re-decking sections of Holmes Wharf has maintained the wharf's integrity in the short-term.
- We maintain a register of all mooring holders (currently 30).

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4 - 10	Planned Performance Targets Yrs 4 - 10
Depth at port entrance	Port currently being dredged to >4m	≥ 4m	≥ 4m	≥ 4m	≥ 4m
Minimum maritime safety requirements	Harbour entrance lights and markers are maintained.	Meet 100% of minimum safety requirements.	Harbour entrance lights and markers are maintained.	Meet 100% of minimum safety requirements.	Harbour entrance lights and markers are maintained
Maintenance of Breakwater, Holmes, Sumpter and Normanby Wharves	Holmes and Normanby Wharves are operational. Sumpter Wharf is closed for safety reasons.	Maintain wharves to a level that is appropriate for their use. As set out in the Harbour Development Plan.	Holmes and Normanby Wharves remain operational.	Maintain wharves to a level that is appropriate for their use. As set out in the Harbour Development Plan. Complete restoration of Sumpter Wharf by 2017	Holmes and Normanby Wharves remain operational. Pedestrian Access to Sumpter Wharf achieved.
Harbour area starts to look great and private investment in the area started	Implementation in planning stage.	Implement Harbour Development Plan.	Roading, walking and cycling infrastructure completed.	Implement Harbour Development Plan.	Landscape development and property development undertaken.

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4 - 10	Planned Performance Targets Yrs 4 - 10
Increase resident usage and satisfaction with Harbour area	Not measured	Monitor number of residents who visit harbour area and are satisfied with area (Year One) through Annual Community Survey	Year one establish benchmark Years 2 and 3 increase usage and satisfaction by 5% annually	Number of residents who visit harbour area and are satisfied with area as monitored through Annual Community Survey	Years 4 - 10 increase resident usage and satisfaction by 1% annually

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

The harbour consists of a number of significant structures:

- Harbour breakwater
- Operational Wharves (Holmes and Normanby)
- Heritage Wharves (Cross, MacAndrew, Sumpter)
- Public spaces from Oamaru Creek to Graves Track
- Formal access points including slipway and boat ramps
- Internal seawall (rock construction)
- Land surrounding the Harbour to Tyne Street

The replacement value of the harbour assets (breakwater, wharves and facilities), when last valued in 1992, was \$32,470,000.

People

The activity is managed by Council's Property and Parks Unit, which comprises 2 FTE's. Maintenance of public spaces, structures and breakwaters is contracted. Engineering expertise for harbour structures and breakwaters is contracted, as required.

WHO PAYS FOR IT?

The Oamaru Port activity is funded from user charges and rates. Rates for coastal protection are recovered 80% from Oamaru Urban Area 20% from the District. Rates for all other harbour expenses are recovered 70% from Oamaru Ward and 30% across the District.

User charges apply to leaseholders, mooring and berth holders. These charges are set at market rates, but do not contribute significantly to the income associated with this activity.

Further information is contained in Council's Financing and Revenue Policy.

ROADS – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Council is responsible for most of the land transport system in the District other than state highways which are owned and operated by the New Zealand Transport Agency.

Our transport system includes:

- Road pavements and surfaces (both sealed and unsealed)
- Drainage including culverts, water tables, kerb and channel and a stormwater system
- Signs and pavement markings to provide information and improve safety
- Bridges to carry traffic, including pedestrians and cyclists, over waterways
- Footpaths, walkways and cycle facilities
- Street lighting for safe and comfortable movement at night
- On-street car parking
- Off-street car parking
- Ownership or agreed use of land within road corridors

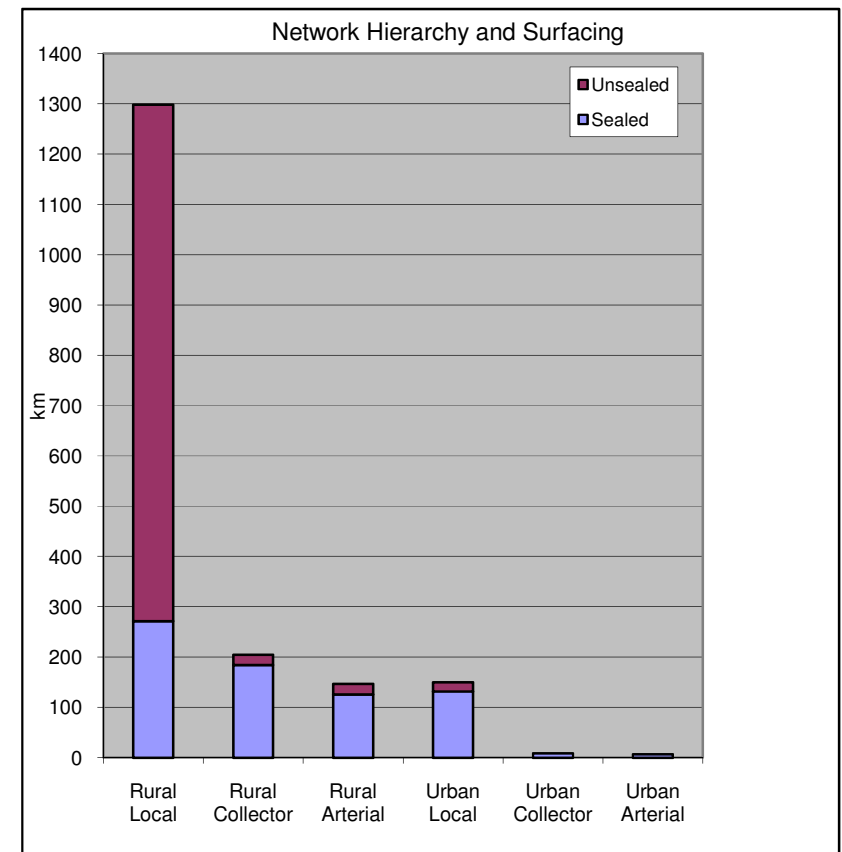
Most transport in Waitaki involves private motor vehicles on public roads. Over 85% (1,817km) of the roads in the District are owned and operated by Council, with the New Zealand Transport Agency controlling the remaining 15% (306km). Walking and cycling are small but important parts of the transport system.

The network hierarchy categorises roads as either Arterial, Collector or Local depending upon logical routes, traffic numbers and proportion of heavy vehicles.

Our District is characterised by rural, low volume, unsealed roads:

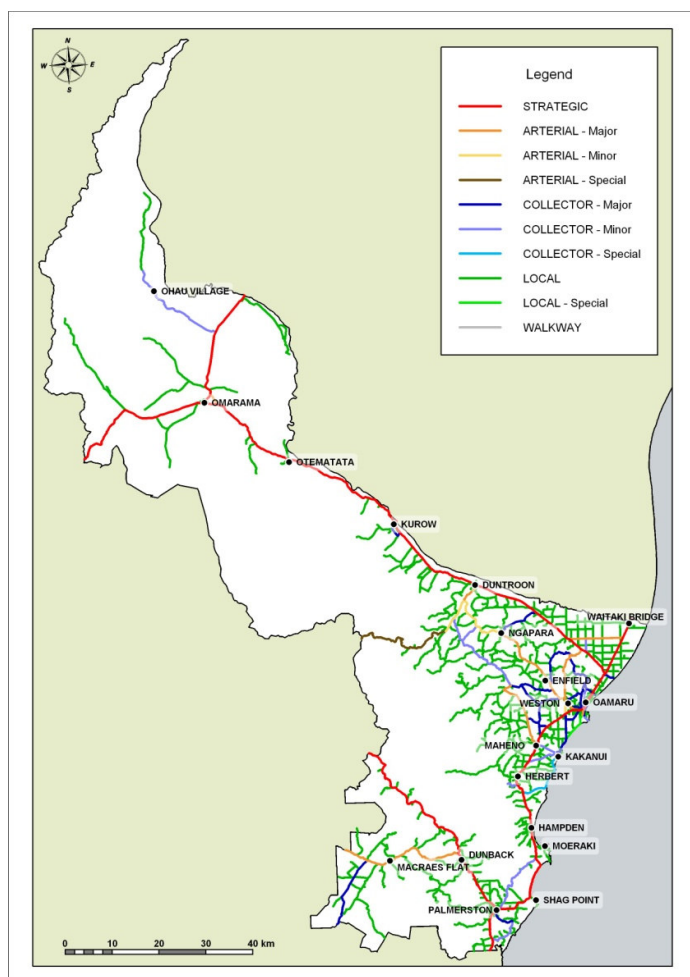
- 90% are rural (i.e. have a speed limit of more than 70 km/h)
- 60% are unsealed
- almost 90% have traffic volumes of less than 200 vehicles per day

Roading Hierarchy Summary (as at November 2007)



Council is aware of the desire of residents to have roads sealed and there is a limited seal extension programme in place. Due to low traffic numbers there are few seal extensions that will attract NZ Transport Agency funding assistance. Council has formal criteria for prioritising this work.

Waitaki District Road Network



Council has various other transportation activities that are less directly tied to roading. For example, we are responsible for developing and implementing a Safety Management System for our road network, implementing the Walking and Cycling Strategy, and other planning activities.

WHY ARE WE DOING IT?

Roads activity contributes to the following community outcomes:

Waitaki people are safe and healthy.

Waitaki has essential transport networks and services: we have a safe and affordable roading network.

Waitaki's unique culture and heritage are preserved and celebrated: our distinctive natural environment is valued and protected.

Council has statutory responsibilities under the Local Government Act 2002 and Land Transport Management Act 2003 to provide the services for this activity.

In addressing its statutory responsibilities, Council acknowledges the role of land transport in the social, economic and environmental wellbeing of the District. Council's Waitaki Land Transport Strategy's overall goal is "to provide a safe, affordable, sustainable land transport system that fully meets the environmental, economic and social needs of the District".

In summary, this means that roads are provided to enable people, goods and services to move around the District easily.

There are a number of potentially significant negative effects associated with roading activity, including crashes, dust, congestion, flooding, noise, stock truck effluent, and vehicle emissions. The Land Transport Strategy and Land Transport Activity Management Plan identify a number of objectives and priority actions over the next ten years that seek to mitigate these negative effects.

WHERE ARE WE HEADED?

In 2007/08 Council developed the Waitaki Land Transport Strategy to establish the direction for Land Transport for the next ten years and beyond. The strategy links the issues facing the District with a number of transport and other related policies and strategies, along with the broader regime that includes the Otago Regional Land Transport Strategy, the NZ Transport Strategy and the Government's Policy Statement for Transport.

Nationally in 2008 the Waitaki Land Transport planning and funding regime has undergone considerable change and Council will continue to seek effective regional and national partnerships to deliver services across the District.

The land transport activity is the largest Council activity in terms of budget. Almost half of Council's total budget is devoted to this area, and most of this money is needed to maintain the roading assets we currently have.

Affordability and sustainability are key issues for this activity over the coming ten years, with the cost of maintaining current roading assets expected to rise significantly.

The biggest challenge faced by Council is balancing the objectives of the Waitaki Land Transport Strategy with affordability. Council's focus is on careful prioritisation of any service level improvements to the roading network, taking into consideration the Strategy's principal objectives, which are:

- to provide a land transport network that is accessible for all people within the region
- to maintain and enhance levels of service that reflect the needs of economic growth and diversity of road users
- to ensure that the levels of service are delivered reliably, efficiently and economically
- that maintenance and development of the land transport system has regard for environmental effects
- through inter-regional co-ordination, that a consistent and safe roading environment is maintained
- to promote education and engineering programmes that target road safety issues of specific concern to the Waitaki District
- to promote and support walking and cycling (see also Sport and Recreation Summary Activity Management Plan in this Volume)

Where service level improvements will be made to the roading network, Council considered the period of time over which these improvements will be made. Delaying, or staging improvements over a longer timeframe, will avoid higher costs in the short term, but may have implications for issues such as safety and economic development over the long term.

Council is also developing a Draft Coastal Erosion Management Strategy to plan for the long term management of the coastal route between Oamaru and Waianakarua. Roads along this route such as Beach Road and Waianakarua Road, have been increasingly affected by coastal erosion in

recent years and there is a high cost associated with keeping them open. Related to this is the increase in the volume of heavy traffic on some roads as a result of increased economic activity. The strategy will make recommendations as to the long term future of these routes and whether, for example, the closed portion of Beach Road should be re-opened. This could impact on communities such as Kakanui that use these routes regularly. This Plan allows for \$500,000 per year from 2010/11 onwards for implementing the strategy.

Extension of the District's cycleways will be a priority over the next ten years, in accordance with the Land Transport Strategy objectives, and Council's Walking and Cycling Strategy, adopted in 2007. The Government is encouraging walking and cycling throughout the country, and any improvements will likely attract subsidy from the New Zealand Transport Agency.

HOW WILL WE GET THERE?

Much of this activity is about maintaining levels of service. Council's full Land Transport Activity Management Plan provides the framework for Council's transportation activities over the next ten years. Of particular importance in determining priorities for expenditure over this time is the reviewed Roding Hierarchy, Carriageway (Road) Width, Seal Extension and Extent of Network policies.

There is more focus on walking and cycling as alternatives to private vehicle use over the next ten years. Currently there is no public transport in Oamaru; community support for a service will be considered through the 2012-2022 Community Plan.

Many of the improvements are eligible for subsidy from the Government through the New Zealand Transport Agency. The level of subsidy depends on the priority the Government places on the type of improvement. Some projects that are regarded as important to Waitaki District may not receive any NZTA subsidy in which case they are fully funded from local sources.

PROJECT AND DESCRIPTION	YEAR
New Capital Works	
Assisted Roading <ul style="list-style-type: none"> Seal widening/Seal extension Coastal Roading Strategy Minor Safety Projects Harbourside Footpath Lighting Harbour Transport Planning New Work Walking & Cycling Improved Access to Moeraki Programme Administration 	Ongoing Starts 2010 then ongoing Ongoing 2009/10 2009/10 Ongoing 2009/10 Ongoing
Non-Assisted Roading <ul style="list-style-type: none"> Oamaru Town Centre Upgrades Harbourside – Dump Station Harbourside – Roading Plan Weston Footpath: School to Church North End Business Park Seal Humber St Carpark 	Ongoing 2009/10 2010/13 2009/10 2011/14 2012/13
Amenity Improvements <ul style="list-style-type: none"> Duntroon Hampden Herbert Kakanui Kurow Maheno Moeraki Ohau Omarama Otematata Palmerston Shag Point Weston 	2010/19 2009/192009/19 2009/19 2009/19 2010/19 2009/19 2010/19 2009/19 2009/19 2009/19 2009/19 2009/19
Renewals	
Assisted Roading <ul style="list-style-type: none"> Area Wide Pavement Treatment Chip Seal General (metalling) K & C Replacement Signposts Streetlighting Bridge Renewal Renewals – Traffic Minor Safety Streetlighting – State Highways Programme Administration Realignments 	Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing

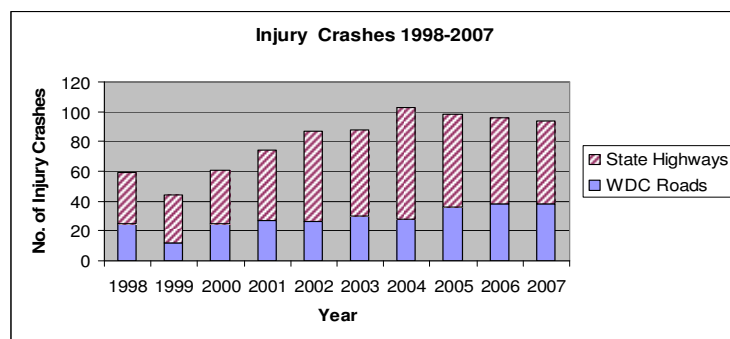
PROJECT AND DESCRIPTION	YEAR
Renewals continued	
Non-Assisted Roading <ul style="list-style-type: none"> Carparks Litterbins Promo Signage Footpaths 	Ongoing Ongoing Ongoing Ongoing
Operational – no projects	

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Generally, our transportation system is satisfying the needs of our residents and visitors.

We measure the lengths of our sealed and unsealed roads and continuously monitor maintenance, renewals and new works to measure our progress in the road network.

Council staff work with the New Zealand Transport Agency to analyse crash rates and identify transport improvements that will reduce the frequency and severity of road crashes. We are concerned about road safety in the District, with more than 800 crashes resulting in injury reported to Police over the last ten years. We will also measure satisfaction with walking and cycling routes.



Total number of injury crashes on State Highways and local roads

Between 1998 and 2007 inclusive, the majority (65%) of those injury crashes occurred on the State Highway network. Roading improvements that might reduce crashes on State Highways are the responsibility of the New Zealand Transport Agency.

We are concerned about the gradual increase in the number of accidents occurring on non-State Highway Roads that are administered by Council. It is one of the priority objectives of the Land Transport Strategy and associated policies to improve the safety of our transport network.

Improvements to State Highway 1 are being implemented by the New Zealand Transport Agency and these are expected to help reduce the number of crashes on this part of the State Highway network. New Zealand Transport Agency has also commissioned the SH1: North Oamaru Strategic Study. This study will investigate issues with the State Highway 1 north of Orwell Street to TY Duncan Road, and will recommend workable solutions for the future.

Level of Service	Current performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Planned Performance Targets Yrs 4-10
Use-appropriate transport networks are provided to enable people, goods and services to move around the District easily.	The 2008 Residents' Survey reported that 62% were satisfied with footpaths and 68% were satisfied with roads	Resident satisfaction with footpaths and roads	65% resident satisfaction with footpaths 70% resident satisfaction with roads	% Resident satisfaction with footpaths and roads	70% resident satisfaction with footpaths 75% resident satisfaction with roads
Safe transport networks and services are provided to keep people safe.	182.1 Crashes 2.7 Fatal Crashes 20.8 Serious Injury Crashes 56.7 Minor Injury Crashes	Incidence and severity of road crashes is declining	10 year moving average reduction on: Number of Crashes; Number of Fatal Crashes; Number of Severe Injury Crashes Number of Minor Injury Crashes	Incidence and severity of road crashes is declining	10 year moving average reduction on: Number of Crashes; Number of Fatal Crashes; Number of Severe Injury Crashes Number of Minor Injury Crashes
Vehicle parking is readily available in commercial and shopping areas to encourage economic activity.	The 2008 Residents' Survey reported that 79% of residents are satisfied with parking services	Resident satisfaction with parking in commercial and shopping areas	80%	Resident satisfaction with parking in commercial and shopping areas	80%
A use-appropriate and affordable cycling network is provided and promoted, with residents feeling safe to use it	The 2007 Residents' Survey reported that 64% of residents are satisfied with cycleways	Resident satisfaction with cycleways	65% resident satisfaction with cycleways	Resident satisfaction with cycleways	70% resident satisfaction with cycleways
Use-appropriate transport networks are provided to enable people, goods and services to move around the District easily	March 2008 – Council had achieved 6 out of 7 targets for road roughness	Average roughness of all sealed roads in each group	Urban ¹ C 110 ² Urban D 120 Urban E 140 Rural C 100 Rural D 110 Rural E 120 Rural F 140	Average roughness of all sealed roads in each group	Urban C 110 Urban D 120 Urban E 140 Rural C 100 Rural D 110 Rural E 120 Rural F 140

¹Explanation of road groups

Group	Annual Average Daily Traffic (AADT)	Example
Urban A	> 10,000	None in Waitaki District
Urban B	5,000 - 10,000	None in Waitaki District
Urban C	1,000 - 5,000	Reed Street, Oamaru
Urban D	200 - 1,000	Waterfront Road, Oamaru
Urban E	< 200	Fleet Street, Oamaru
Rural B	> 5000	None in Waitaki District
Rural C	1,000 - 5,000	Weston Road
Rural D	200 - 1,000	Ardgowan Road
Rural E	50 - 200	Papakaio Road
Rural F	< 50	McEarny Road

²Explanation of measurement

The increase in numerical value represents an increase in road roughness. Council is therefore aiming to stay at or below the numbers for each road group. Current targets are consistent with NZTA target values.

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

Most transport in Waitaki involves private motor vehicles on public roads. Over 85% of the roads in the District are owned and operated by Council. Walking and cycling are small but important parts of the transport system.

Length of state highway (km)	306
Length of footpath (km)	154
Bridges and major culverts (number)	181
Street lights (total number)	2,446
(includes 1,738 owned and maintained by WDC, 508 located on State Highways maintained on behalf of NZTA)	
Car parking areas	9
Signs	4,000

The value of the Land Transport system at July 2008 totalled \$417M (Optimised Depreciated Replacement Cost).

People

The Land Transport Unit has six full-time equivalent staff, including an engineering cadet.

The Land Transport Unit provides management and engineering expertise across the range of Land Transport activities. The unit utilises contractors to maintain, renew, and construct assets through various contractual agreements. The Unit augments its skill base by the engagement of specialist consultants as required to undertake specific projects and works.

WHO PAYS FOR IT?

This activity is funded from New Zealand Transport Agency subsidy¹, user charges and rates. There is some funding from development contributions and reserve contributions. These contributions are typically related to improvements in walking and cycling routes, and to alleviate safety concerns.

Rates are recovered from the District.

Over the term of this Plan recovery from user charges for administrative activities such as stock control permits and overweight permits is planned to increase.

Further information is contained in Council's Financing and Revenue Policy.

¹ New Zealand Transport Agency generally:
57% for maintenance and renewals
67% for capital projects, minor safety and Asset Management Planning
75% for strategies

GROUP OVERVIEW – WATER AND WASTE

The Water and Waste group of activities includes the following:

- Water supply schemes
 - Operation of treatment plants to produce potable water to New Zealand Drinking Water Standards
 - Maintenance of reticulation pipes and reservoirs
 - Maintenance of treatment plants and pumping stations
 - Monitoring and renewal of consents to take water
 - Strategic development of the District's water resource
- Waste water reticulation and treatment
 - Operation of treatment plants to process waste and discharge effluent to meet consent conditions
 - Maintenance and renewal of pipe networks
 - Maintenance and renewal of treatment plants and pumping stations (includes tradewaste in towns)
 - Monitoring and renewal of consents to discharge treated effluent
- Stormwater reticulation
 - Maintenance and renewal of reticulation pipes and retention systems
 - Monitoring and renewal of consents to discharge stormwater
- Solid Waste collection and disposal
 - Support of community trusts in resource recovery and recycling
 - Operation of transfer stations for the collection of District waste
 - Operation of landfills for the disposal of the District's residual waste
 - Monitoring and renewal of resource consents to operate transfer stations and landfills
 - Monitoring of closed landfills in accordance with resource consent conditions

This group of activities contributes to ensuring that:

Waitaki people are safe and healthy; that Waitaki Rivers and water are managed for the future; that our distinctive environment is valued and protected; and the resources necessary for a diverse, sustainable and growing economy are provided.

This group of activities contributes to economic as well as environmental and social wellbeing of the community. Council's water supply activity is a significant factor in achieving the community outcome for reliable water supply for homes, farms and industries. The activities regarding wastewater and stormwater primarily contribute to the group of community outcomes that is focused on valuing and protecting Waitaki's natural environment. The solid waste activity contributes directly to the outcome concerning minimisation of residual waste to landfill. Council's solid waste strategy and recycling projects correspond to this community goal.

All activities in this group also contribute to an infrastructure that enables and responds to economic growth, which is one of the community outcomes regarding economic wellbeing.

WATER / WASTEWATER / STORMWATER

The strategic direction for the water activities is focused on compliance over the next ten years. There are only limited resources available and this means that renewals and other capital works will not be undertaken unless they are critical. The renewal programme will be reactivated once compliance with resource consents and Drinking Water Standards is achieved. There is an increase in the level of service in these activities as better quality drinking water and waste water discharge will result from the programme. These can be broadly summarised as:

Water:

- Increase treatment to comply with New Zealand Drinking Water Standards
- Increase reliability of supply to coastal communities, especially to allow community and economic development

Wastewater / Stormwater:

- Increase treatment to enable discharge to comply with the higher environmental standards from the relevant regional plans and compliance with resource consents
- Improved wastewater treatment and disposal systems are likely to be required at Omarama, Kurow, Kakanui, Moeraki and Palmerston as a condition of resource consent when the consents are due for renewal
- Extension of the wastewater network to the Oamaru North end is the only significant expansion of the wastewater network

After the Community Plan was submitted for audit, the Ministers of Health and Local Government announced on 25 June 2009 that Government has decided to extend the timeframe for water schemes to comply with NZ Drinking Water Standards. Council intends to review the implications of this announcement for its water treatment capital works programme during 2009/10, and is likely to amend its Community Plan for 2010/11 to include the results of that review.

RUBBISH AND RECYCLING

The strategic direction for Rubbish and Recycling is a move towards a waste minimisation focus and working with Businesses and Communities to help them to reduce waste. It is intended to encourage the private sector to provide kerbside collection and recycling services on a user pays basis. Council is also ceasing the funding of the black bag service from rates in line with the user pays philosophy. The main direction can be summarised as:

- Minimise waste and divert created waste to resource recovery and recycling to extend landfill life, and enhance environmental sustainability
- Provide for kerbside recycling and residual waste collection initiatives from the private sector
- Council to look at options to retain the black bag kerbside collection service without any rates input
- Provide for access to landfill for residual waste after Palmerston and Oamaru landfills close in the near future (consents expire in 2023 and 2016 respectively – however both landfills are expected to be full by 2013)

Negative Effects

Significant negative effects that this group of activities may have on the social, economic, environmental or cultural wellbeing of the community are;

- Chlorinated water entering water ways
- water leakage and wastage
- odour
- sludge disposal
- flooding of properties
- discharge of debris into waterways
- flytipping
- landfill gas and discharge of leachate
- closed landfills

These are all mitigated by activities currently undertaken by Council, for example, by compliance with resource consent conditions.

Detailed discussion on some of the issues arising from this group of activities can be found in the Overview and Executive Summary under the heading 'Investment in Infrastructure'.

WAITAKI DISTRICT COUNCIL - WATER AND WASTE PROSPECTIVE ACTIVITY STATEMENT

Annual Plan 2008/09 \$(000)		2009/10 \$(000)	2010/11 \$(000)	2011/12 \$(000)	2012/13 \$(000)	2013/14 \$(000)	2014/15 \$(000)	2015/16 \$(000)	2016/17 \$(000)	2017/18 \$(000)	2018/19 \$(000)
	Operating Expenditure										
5,674	Water Supplies	5,854	6,212	6,656	7,029	7,364	7,649	7,831	8,053	8,152	8,253
2,361	Rubbish and Recycling	3,088	2,814	3,026	3,168	5,297	5,250	5,432	5,456	5,552	5,639
2,723	Waste Water	2,848	3,177	3,235	3,287	3,458	3,621	3,649	3,859	3,882	3,916
10,758	Total Operating Expenditure (1)	11,790	12,203	12,917	13,484	16,119	16,520	16,912	17,368	17,586	17,808
	Operating Revenue										
	<u>Activity Revenue</u>										
921	Water Supplies	1,595	1,646	1,681	1,721	1,760	1,805	1,850	1,901	1,952	2,006
1,084	Rubbish and Recycling	1,930	1,992	2,081	2,133	3,871	3,959	4,049	4,144	4,242	4,343
263	Waste Water	693	711	723	736	750	765	781	799	816	835
2,268		4,218	4,349	4,485	4,590	6,381	6,529	6,680	6,844	7,010	7,184
	<u>Rates Revenue</u>										
-	General Rates	-	-	-	-	-	-	-	-	-	-
-	District Services Rates	-	-	-	-	-	-	-	-	-	-
413	Uniform Annual General Charges	552	606	767	919	1,183	1,252	1,320	1,339	1,359	1,381
-	Ward Rates	-	-	-	-	-	-	-	-	-	-
7,497	Separate Activity Rates	6,976	7,560	8,187	8,611	9,073	9,543	9,780	10,205	10,354	10,495
7,910		7,528	8,166	8,954	9,530	10,256	10,795	11,100	11,544	11,713	11,876
10,178	Total Operating Revenue	11,746	12,515	13,439	14,120	16,637	17,324	17,780	18,388	18,723	19,060
(580)	Net Surplus (Deficit)	(44)	312	522	636	518	804	868	1,020	1,137	1,252
397	Remove Effect Depreciation Not Funded	424	478	482	488	521	527	533	571	577	585
(183)	Net "Cash" Surplus (Deficit)	380	790	1,004	1,124	1,039	1,331	1,401	1,591	1,714	1,837
	Capital and Resrves Funding Requirements										
	<u>New Capital</u>										
505	Water Supplies	580	3,816	2,812	1,938	1,797	59	-	-	648	-
-	Rubbish and Recycling	-	-	247	1,146	-	-	-	-	-	-
-	Waste Water	327	-	-	-	114	353	-	-	-	-
505		907	3,816	3,059	3,084	1,911	412	-	-	648	-
	<u>Renewals</u>										
490	Water Supplies	200	210	912	222	405	2,007	395	527	551	570
-	Rubbish and Recycling	-	-	-	-	-	-	-	-	-	-
348	Waste Water	68	50	95	230	442	292	301	311	451	466
838		268	260	1,007	452	847	2,299	696	838	1,002	1,036
-	Loan Repayments	-	-	-	-	-	-	-	-	-	-
762	Transfers to Reserves	1,116	1,227	1,354	1,478	1,553	1,650	1,755	1,865	1,978	2,077
2,105		2,291	5,303	5,420	5,014	4,311	4,361	2,451	2,703	3,628	3,113
	Funded By:										
(183)	Net "Cash" Surplus (Deficit)	380	790	1,004	1,124	1,039	1,331	1,401	1,591	1,714	1,837
-	Capital Sales	-	-	-	-	-	-	-	-	-	-
-	Loans Raised	-	-	-	-	-	-	-	-	-	-
1,415	Transfer from Reserves	1,693	4,305	3,742	3,516	2,525	805	491	415	1,110	445
873	Renewal Funding From Depr. Reserves	218	208	674	374	747	2,225	559	697	804	831
2,105		2,291	5,303	5,420	5,014	4,311	4,361	2,451	2,703	3,628	3,113
	(1) Specific Expenses Included Above										
3,044	Depreciation	3,063	3,517	3,619	3,709	4,033	4,107	4,128	4,444	4,466	4,491
1,101	External Interest	979	1,045	1,190	1,293	1,412	1,451	1,407	1,335	1,258	1,176

WAITAKI DISTRICT COUNCIL WATER AND WASTE PROJECT SCHEDULE (\$'000 INCLUDING INFLATION)

Name	Funding (Sources Other Than Rates*)	2009/10		2010/11		2011/12		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18		2018/19	
		Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd		
Water Supply New Capital Works - Drinking Water Standard Compliance																					
Palmerston	LN / DC / Depr	-	-	488	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Dunback	LN / DC / Depr	4	-	354	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Goodwood	LN / DC / Depr	4	-	276	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Enfield	LN / DC / Depr	6	-	606	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Weston	LN / DC / Depr	4	-	2,032	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Hampden Moeraki	LN / DC / Depr	-	-	12	-	599	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Herbert Wainakarua	LN / DC / Depr	-	-	12	-	599	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Kakanui	LN / DC / Depr	-	-	12	-	599	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Kurow	LN / DC / Depr	-	-	12	-	368	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Omarama	LN / DC / Depr	-	-	12	-	599	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Dunroon	LN / DC / Depr	-	-	-	-	12	-	271	-	-	-	-	-	-	-	-	-	-	-	-	
Lake Ohau	LN / DC / Depr	-	-	-	-	12	-	371	-	-	-	-	-	-	-	-	-	-	-	-	
Otematata	LN / DC / Depr	-	-	-	-	12	-	618	-	-	-	-	-	-	-	-	-	-	-	-	
Tokarahi	LN / DC / Depr	-	-	-	-	12	-	618	-	-	-	-	-	-	-	-	-	-	-	-	
Awamoko	LN / DC / Depr	-	-	-	-	-	-	12	-	279	-	-	-	-	-	-	-	-	-	-	
Kauru Hill	LN / DC / Depr	-	-	-	-	-	-	12	-	394	-	-	-	-	-	-	-	-	-	-	
Otekaieke	LN / DC / Depr	-	-	-	-	-	-	12	-	279	-	-	-	-	-	-	-	-	-	-	
Stoneburn	LN / DC / Depr	-	-	-	-	-	-	12	-	394	-	-	-	-	-	-	-	-	-	-	
Windsor	LN / DC / Depr	-	-	-	-	-	-	12	-	394	-	-	-	-	-	-	-	-	-	-	
Water Supply New Capital Works - Other																					
Oamaru North End Improvements	DC	562	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Reticulation Improvements	Loan / Res	-	-	-	-	-	-	-	-	57	-	59	-	-	-	-	-	-	-	-	
Oamaru Treatment Plant Expansion	DC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	648	-	-	
Water Supply - Total New Capital		580	-	3,816	-	2,812	-	1,938	-	1,797	-	59	-	-	-	-	-	648	-	-	
Water Supply Renewals																					
Resource Consents All Schemes	Depr	-	-	-	-	-	-	-	-	46	-	-	-	-	-	119	-	-	-	-	
Oamaru Reticulation	Depr / DC	100	-	105	-	107	-	111	-	228	-	235	-	243	-	251	-	389	-	403	
Oamaru Other	Depr / DC	-	-	-	-	-	-	-	-	-	-	1,600	-	-	-	-	-	-	-	-	
Tokarahi Reticulation	Depr / DC	-	-	-	-	698	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
General - All Other Schemes	Depr / DC	100	-	105	-	107	-	111	-	131	-	172	-	152	-	157	-	162	-	167	
Water Supply - Total Renewals		200	-	210	-	912	-	222	-	405	-	2,007	-	395	-	527	-	551	-	570	
Rubbish and Recycling - New Capital																					
Central Hub - Design & Construction	Loan	-	-	-	-	162	-	936	86	-	-	-	-	-	-	-	-	-	-	-	
Waihero T/S - Design & Construction	Loan	-	-	-	-	85	-	210	-	-	-	-	-	-	-	-	-	-	-	-	
Rubbish and Recycling - Total New Capital		-	-	-	-	247	-	1,146	86	-	-	-	-	-	-	-	-	-	-	-	
Waste Water - New Capital																					
North End Oamaru Upgrade	Loan	327	-	-	-	-	-	-	-	-	-	353	-	-	-	-	-	-	-	-	
Moeraki / Omarama STP Upgrades	Loan	-	-	-	-	-	-	-	-	114	-	-	-	-	-	-	-	-	-	-	
Waste Water - Total New Capital		327	-	-	-	-	-	-	-	114	-	353	-	-	-	-	-	-	-	-	
Waste Water - Renewals																					
Oamaru Pipe Renewals	Depr / DC	-	-	-	-	-	-	111	-	228	-	236	-	243	-	251	-	389	-	403	
CCTV All Schemes	Depr	48	-	50	-	53	-	54	-	55	-	56	-	58	-	60	-	62	-	63	
Consent Renewals All Schemes	Depr	20	-	-	-	-	-	44	-	-	-	-	-	-	-	-	-	-	-	-	
General Renewals All Other Schemes	Depr / DC	-	-	-	-	42	-	21	-	159	-	-	-	-	-	-	-	-	-	-	
Waste Water - Total Renewals		68	-	50	-	95	-	230	-	442	-	292	-	301	-	311	-	451	-	466	

RUBBISH AND RECYCLING – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Council is responsible for making provision for the collection and disposal of solid waste to acceptable environmental standards. We provide:

- a network of five transfer stations located at Oamaru, Otematata, Omarama, Kurow and Hampden
- rural recycling drop off facilities in Papakaio, Enfield, Duntroon and Herbert
- two operating landfills at Palmerston and Oamaru

Council also financially supports other waste minimisation education and activities. This includes contributions to the Waitaki Resource Recovery Trust to provide greenwaste services, recycling, education and funding to operate the Resource Recovery Park.

Council is also responsible for thirteen closed landfills in the District. Council operates within the conditions of resource consents for operational landfills and closed landfills, transfer stations and the Resource Recovery Park.

Council's service objectives are to ensure the following services are available:

- opportunities to reduce, reuse, recycle, and dispose of solid waste
- disposal of waste with minimal environmental impact

Council provides a black bag kerbside collection service in the main towns throughout the Waitaki District and will be looking at options to fully fund the service from its users. There is a duplication of services offered by the private sector, which means waste disposers have a wide variety of options available to them.

WHY ARE WE DOING IT?

Rubbish and Recycling contributes to the following community outcomes:

Waitaki people are safe and healthy.

Waitaki's distinctive natural environment is valued and protected: we manage our waste stream to minimize residual waste to landfill.

Waitaki has a diverse, sustainable and growing economy: our infrastructure enables and responds to economic growth

Council has legal responsibilities under the Health Act 1956 and the Local Government Act 2002 to improve, promote and protect public health through making provision for effective and efficient waste management. The New Zealand Waste Strategy 2002 also places an emphasis on reducing waste.

The provision of waste collection and disposal services is also important for economic activity to occur in the District.

The negative effects identified associated with this activity include the creation of contaminated sites, landfill gas and leachate; which are managed in accordance with resource consent conditions in order to mitigate adverse environmental effects. Having charges in place to dispose of waste creates problems through fly tipping, hoarding of rubbish or burning of rubbish. Council anticipates regulating these types of activities more closely in the future through bylaws.

WHERE ARE WE HEADED?

It is forecast that the cost of providing this activity will increase in the future, mainly due to the increased cost of disposing of residual waste at a new landfill site when the Oamaru landfill closes, but also due to additional costs imposed by central government via the new solid waste levy.

Nationally there is an increasing emphasis on reducing waste sent to landfill and encouraging the reduction, reuse and recycling of materials. The Waste Minimisation Act 2008 imposes a levy per tonne of waste to landfill which is expected to increase over the life of this Plan.

Council has decided to allow the private market to provide kerbside waste and recycling services within the Waitaki District. This approach recognises both the current economic climate, and also the desire for different solutions for different circumstances. Each household is able to choose a service according to their budget and their own particular circumstances.

Council's role is focused on waste minimisation including education, promoting household composting, user pays, and other related regulatory approaches at landfill. Council considers waste minimization will have far greater environmental benefits than recycling due to:

- less transport requirements from collection points
- less fuel use through reduced materials being sent overseas for recycling
- less environmental impact from recycling materials overseas
- less use of resources to make products which subsequently are discarded

Regional standards for environmental protection and resource consent conditions are also becoming increasingly stringent. The resource consent which allows the disposal of solid waste at the Oamaru Landfill will expire in 2016, but the landfill will be filled by 2012 or 2013 at current rates of fill. Council intends to apply for an application to continue to fill the Oamaru landfill beyond the consented limits, which is the lowest cost option for disposing of residual waste in the future. However, in case the application is not successful, Council will be looking at alternative options for disposing of residual waste over the next few years. Contingency planning is necessary as the costs of alternative options for disposing of residual waste are likely to be very high, and there may be significant variation in the cost of different options. In the

interim, costings in this Plan are based on disposal of waste to a Dunedin landfill.

The resource consent for the Palmerston landfill will expire in 2023, but the landfill is expected to be full by 2012/13 at current rates of fill. Council will not be applying for consent to continue to fill as the current consent is part of an agreed closure plan with Otago Regional Council.

It is expected that a central transfer station will be operating in the District from 2013 which will act as a hub where residual waste is taken for transfer to landfill. A new transfer station will also be created in the Waihemo area in line with the closure of the Palmerston landfill.

Council is continuing to fund the Resource Recovery Park and new recycling drop-off sites provided in Duntroon and Herbert (Herbert Transfer Station closed in July 2009).

Council has generally reduced operating hours for most transfer stations to make them more affordable. These hours may be reviewed from time to time.

Now that the Waste Minimisation Act has passed into law, Council will develop a new Waste Management and Minimisation Plan which will set out how waste to landfill will be reduced, and which will clarify Council's role in waste minimisation, and residual disposal. A solid waste bylaw will also be developed which will set out how Council's objectives will be achieved.

HOW WILL WE GET THERE?

Now that Council has decided not to offer kerbside recycling services, it is expected the private market will extend these services on a user pays basis. Council will introduce landfill restrictions for green waste and recyclables where there is an established and ready market for these materials. Nationally and locally there is an increasing focus on producers reducing the amount of packaging and waste they create and on educating people about how they can reduce, reuse and recycle materials which is expected to have a positive impact on the amount of waste going to local landfills.

Council will continue to comply with relevant environmental standards and resource consent conditions in carrying out this activity. Both open and closed landfills will be operated in accordance with resource consent

conditions. Closed landfills will require ongoing maintenance to comply with consent conditions.

One of the main focuses of this activity over the next few years will be on identifying the best site for the disposal of residual waste in the future. There are a number of options which include constructing a site within the Waitaki District or transporting waste to a landfill outside of the District. Both options are likely to be very costly, as the consent requirements and environmental standards associated with modern landfills are set very high. Future charges for waste collection and disposal are forecast to rise to meet these costs. User charges can also encourage changes in behaviour that will reduce generation of waste.

Council will carry out further consultation on options before identifying its preferred landfill site, or transporting waste out of the District. At this stage, Council envisages that a central transfer station will be established in the District which will serve as the hub where residual waste is collected and taken for transfer to a landfill site. Funding has been allocated in 2012/13 to establish this site, at the time the Oamaru landfill is expected to be filled.

Council has also budgeted to establish a transfer station in the Waihemo Ward in 2012/13, at the time Palmerston landfill reaches capacity.

Council's contract for the operation of the Palmerston and Oamaru landfills is reviewed annually. Council intends to improve the efficiency of the landfill operation through these contract reviews until the landfills are full.

Council plans to review its Solid Waste Bylaw during the first three years of this Plan.

PROJECT AND DESCRIPTION	YEAR
New Capital Works	
Design and Construction <ul style="list-style-type: none"> Central Hub Waihemo T/S 	2011/13 2011/13
Renewals – No Projects	
Operational	
Solid Waste Minimisation Strategy	2009/10
Investigate Landfill Options	2010/13

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4 - 10	Planned Performance Targets Yrs 4 -10
Convenient and accessible waste management services are available to the community	<ol style="list-style-type: none"> 1. 97% of residents are within 25 km of a transfer station or landfill 2. Oamaru Landfill open 6 days/week 3. Palmerston Landfill open 3 days/week 4. Resource Recovery Park open 7 days/week 5. Omarama T/Stn Summer – 16 hrs/week Winter – 12 hrs/week 6. Otematata T/Stn Summer –12 hrs/week Winter -4 hrs/week 7. Kurow T/Stn Summer –16 hrs/week Winter -12 hrs/week 8. Hampden T/Stn Summer –12 hrs/week Winter -12 hrs/week 	Facilities are open at the agreed times	<ol style="list-style-type: none"> 1. 97% of residents are within 25 km of a transfer station or landfill 2. Oamaru Landfill open 5 days/week 3. Palmerston Landfill open 3 days/week 4. Resource Recovery Park open 7 days/week 5. Omarama T/Stn Summer – 12 hrs/week Winter – 9 hrs/week 6. Otematata T/Stn Summer –12 hrs/week Winter -6 hrs/week 7. Kurow T/Stn Summer –12 hrs/week Winter -9 hrs/week 8. Hampden T/Stn Summer –9 hrs/week Winter -9 hrs/week <p>Herbert Recycling Dropoff Facility operational</p>	Facilities are open at the agreed times	<ol style="list-style-type: none"> 1. 97% of residents are within 25 km of a transfer station or landfill 2. Oamaru T/Stn open 5 days/week 3. Palmerston T/Stn open 3 days/week 4. Resource Recovery Park open 7 days/week 5. Omarama T/Stn Summer – 12 hrs/week Winter – 9 hrs/week 6. Otematata T/Stn Summer –12 hrs/week Winter -6 hrs/week 7. Kurow T/Stn Summer –12 hrs/week Winter -9 hrs/week 8. Hampden T/Stn Summer –9 hrs/week Winter -9 hrs/week

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4 - 10	Planned Performance Targets Yrs 4 -10
Low waste generators pay less than high waste generators	Lower cost drop off available at landfills , transfer stations, Resource Recovery park and rural recycling drop off points	Lower cost alternatives are available e.g. greenwaste and recycling drop off	Lower cost drop off available at landfills, transfer stations, Resource Recovery park and rural recycling drop off points	Lower cost alternatives are available e.g. greenwaste and recycling drop off	Lower cost drop off available at landfills ,transfer stations, Resource Recovery park and rural recycling drop off points
Education on best waste practice is provided to the community and businesses	0 visits p.a.	Number of businesses that are provided support to develop waste minimisation programmes	5 businesses p.a.	Number of businesses that are provided support to develop waste minimisation programmes	8 businesses p.a.
Materials which have alternative affordable methods of disposal are not accepted at landfill		Bylaw rules in place to prevent the disposal of greenwaste and recyclables (for which there is a ready market) at landfill from 2010	Solid Waste Analysis Protocol shows decreasing levels of greenwaste over 3 yr average from 2010 onwards	Bylaw rules in place to prevent the disposal of greenwaste and recyclables (for which there is a ready market) at landfill from 2010	Solid Waste Analysis Protocol shows decreasing levels of greenwaste over 3 yr average from 2010 onwards
Adverse effects of waste on the environment are minimised	One closed landfill in breach of consent conditions	All resource consent conditions for landfills are met	100%	All resource consent conditions for landfills are met	100%

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

Much of the plant and other assets used in this activity are supplied by various contractors. The only assets and facilities the Council owns are as follows:

- Five transfer stations which are located in Hampden, Kurow, Oamaru (Chelmer Street), Omarama, and Otematata
- Three closed transfer stations
- Two open landfills in Oamaru and Palmerston
- Thirteen closed landfills

People

This activity uses one full time position.

WHO PAYS FOR IT?

Refuse Collection	100% User Pays on serviced properties
Residual Waste Disposal	100% User Pays
Closed Landfills	100% General (C.V.) Rate
Waste Minimisation (includes Net Cost of Transfer Station Operations)	100% General (C.V.) Rate

Rates are recovered from the District.

Further information is contained in Council's Financing and Revenue Policy.

STORMWATER – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Waitaki District Council operates Stormwater systems in seven community areas in the Waitaki District which provide a degree of protection against rainfalls of a moderate intensity. Of the seven public Stormwater systems, only the Oamaru, Otematata, Weston and Palmerston systems would be considered significant. The remaining three systems of Omarama, Kurow and Lake Ohau are very minor, consisting of a single pipe each.

The Stormwater systems contribute to the safe and effective collection, diversion and control of moderate intensity rainfall, protect property from damage and aid the health and safety of the community.

Council is responsible for planning for the proper maintenance, renewal and development of the Stormwater network and responding to call-outs quickly and efficiently.

The Stormwater Activity does not include roads, kerb and channel, catchpits and the infrastructure necessary to connect these items to the Stormwater Drains, as these form part of the Roading Activity.

In general, individual properties are not connected directly to the stormwater network. Drainage such as roof water is permitted to drain to roadside kerbs and open drains.

WHY ARE WE DOING IT?

Stormwater management contributes to the following community outcomes:

Waitaki people are safe and healthy.

Waitaki rivers and water are managed for the future.

Waitaki's distinctive natural environment is valued and protected.

Waitaki has a diverse, sustainable and growing economy: our infrastructure enables and responds to economic growth

Waitaki has essential transport networks and services

The provision of stormwater networks is important for both economic and health reasons, as drainage helps reduce the damage created by rain or storms to property. It also helps to protect the public from flooding of roads and other areas, thus improving public safety.

Council has statutory responsibilities under the Health Act 1956 to improve, promote and protect public health within the District. This includes identifying the need for stormwater services and either providing these directly or to oversee the service if it is provided by others.

The Local Government Act 2002 requires ongoing wastewater and stormwater services by Council unless specific approval is sought to withdraw from this.

Council-issued building consents require that plans comply with the Building Regulations for drainage, which specify standards for protection of buildings against flood inundation.

The most significant adverse effect likely to arise from the Stormwater activity is surface flooding and inundation due to a lack of a Stormwater system. The current systems seek to minimise the effect and frequency of flooding and inundation.

As the Stormwater system collects surface water from various catchment types, such as sealed pavement, grass verges and private properties, there is some potential for contamination and "trash" from the catchment to be concentrated in the discharge. This is unlikely to amount to any more than a minor effect due to the small nature of catchments and rural environment.

WHERE ARE WE HEADED?

Council's principal objective for stormwater over the coming ten years is:

- To provide for the collection and disposal of stormwater to acceptable environmental standards

We expect that the current legislation affecting stormwater will remain in force for the life of this Plan and that Council's legal responsibilities will largely remain unchanged.

Council will continue to maintain its existing stormwater network and has not planned to develop new stormwater systems in other towns nor to extend the network within the existing towns. No other capital works are expected to be needed over the next 10 years.

The physical operation and maintenance of our stormwater systems is contracted out. Council's maintenance contractor is currently Whitestone Contracting Limited.

Generally, the stormwater networks are in a reasonably good state of repair. If these are maintained and renewed regularly, at appropriate times, the service can be expected to last indefinitely without any significantly abnormal costs.

The removal of deep ditch channel in the course of roading upgrading works will have a minor and progressive impact on the capacity of the Stormwater network by reducing the quantity of channel storage.

The condition of the existing stormwater network is assessed as being "good" as the network was constructed relatively recently. However, Council will continue to gather information on the state of the network, as there is some uncertainty regarding the expected life of pipes. A more advanced asset renewal plan is required in the future to ensure that the condition of the stormwater network is adequately maintained.

It should be noted that the stormwater network performed well in recent greater than 1 in 100 return period rainfall events.

Regional rules and standards place an increasing emphasis on protecting the environment and during the lifetime of this Plan may require that stormwater

be treated. If these standards are introduced they could require additional capital works which would impose significant additional costs. Minor capital works will possibly occur in that timeframe.

Climate change may have an impact on the frequency of extreme rainfall events in the future, which may have an impact on the frequency and severity of flooding and inundation. The impact of climate change will be monitored.

HOW WILL WE GET THERE?

We plan to maintain our current levels of service for the life of this Plan, unless legislation or community expectations change. We plan to:

- continue to collect and dispose of stormwater
- plan for future development and needs
- consult with the community on issues such as health and legislative compliance issues

The demands of the Water and Wastewater Activities, the limited resource availability and with the generally satisfactory performance of the Stormwater system mean that no significant projects are programmed for the timeframe of this plan.

Future capital works across the District may focus on Council taking all practicable steps to comply with regional rules and standards.

Council does not intend to undertake major renewal works over the next 10 years even though the projected average 10 year renewal works based on the expected lives of assets is \$46M (CPI unadjusted) due to the aforementioned demands of the Water and Wastewater Activities, resources and general satisfactory performance.

As these assets are quite new and have a long life cycle, it is expected that over the next ten years a delay in renewals will only have a very minor effect on the level of service provided.

There are no projects planned for this activity.

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Levels of Service	Current Performance	Planned Performance Measures Years 1 - 3	Performance Targets Years 1 - 3	Planned Performance Measures Years 4 - 10	Performance Targets Years 4-10
Response to mains blockages and overflows	New measure	Quick and efficient response to notified blockages and complaints	Staff on site within 2 hours of Council notification in 95% of the cases	Quick and efficient response to notified blockages and complaints	Staff on site within 2 hours of Council notification in 95% of the cases
Managing flooding to prevent inundation into dwellings (in accordance with design standards)	No "Requests for Service" regarding flooding of habitable floors were received	Prevent habitable floor dwellings from flooding during a 1% AEP storm	No habitable floor dwellings constructed are inundated in residential areas by a 1% AEP storm event (Annual Exceedance Probability)	Prevent habitable floor dwellings from flooding during a 1% AEP storm	No habitable floor dwellings constructed are inundated in residential areas by a 1% AEP storm event (Annual Exceedance Probability)

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

There are seven public stormwater systems, at Lake Ohau, Oamaru, Omarama, Otematata, Palmerston, Kurow, and Weston comprising of reticulation systems to collect runoff from catchments and discharge to a watercourse or a water body downstream of the urban area served. The networks comprise solely reticulation.

Total stormwater maintenance and operating costs per year are \$454,000. The value of the stormwater network was estimated at \$19M as at July 2006.

People

The Water Services Unit has five full time equivalent staff, including an engineering cadet.

The Water Services Unit provides management and engineering expertise to the Water, Wastewater and Stormwater activities. The unit utilises contractors to maintain, renew and construct assets through various contractual

agreements. The unit augments its skill base by the engagement of specialist consultants as required to undertake specific projects and works.

The very high workload in the Water Services Area means that an additional Water Engineer is required in 2010, and a graduate engineer in 2011.

It is likely that a shortage of technically skilled people to design, construct and manage stormwater assets will continue to have an impact on this activity in future years. This is a global issue which is also affecting other local authorities.

WHO PAYS FOR IT?

This activity is funded by amenity rates in the areas where the systems are available.

Further information is contained in Council's Financing and Revenue Policy

WASTE WATER - SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Council provides nine wastewater systems that collect, treat and dispose of liquid waste to acceptable environmental standards.

Wastewater systems are located at:

- Duntroon (limited service area)
- Moeraki
- Kakanui
- Kurow
- Lake Ohau
- Oamaru
- Omarama
- Otematata
- Palmerston

Council supports this service by:

- providing, operating and maintaining of wastewater infrastructure in compliance with New Zealand standards and legislative requirements
- responding to call outs and service disruptions quickly and efficiently
- planning for future development and needs

WHY ARE WE DOING IT?

Waste Water Management contributes to the following community outcomes:

Waitaki people are safe and healthy.

Waitaki rivers and water are managed for the future.

Waitaki's distinctive natural environment is valued and protected.

Waitaki has a diverse, sustainable and growing economy.

Council has statutory responsibilities under the Health Act 1956 to improve, promote and protect public health within the District. This includes identifying the need for wastewater services and either providing these directly or to oversee the service if it is provided by others.

The Local Government Act 2002 requires wastewater services be provided by Council on an ongoing basis unless specific approval is sought to withdraw from this.

Significant negative effects associated with the wastewater activity include odour and sludge disposal from treatment plants. The wastewater network is operated under the resource consent framework which requires that any adverse environmental effects associated with discharges be mitigated. Sludge disposal options will be investigated for treatment plant sludge. The quality of treated effluent is continually monitored. Overflows and spills from the network can also cause negative effects. The identification and implementation of improvements reduce the risk of such occurrences.

WHERE ARE WE HEADED?

Council's principal goal for wastewater over the next ten years is:

- To ensure the health of the community where urban housing exists, thereby eliminating the need for individuals to provide their own wastewater system (which carries much higher health risks)
- To provide a cost effective trade waste disposal system for commercial and some industrial users, thereby eliminating the need for these users to provide their own wastewater system
- To provide acceptable collection, treatment and disposal systems for the use of communities

The main issue facing Council over the next ten years for this activity is likely to be meeting existing and new requirements of regional rules and standards that place greater emphasis on protecting the environment.

Upgrading of treatment plants and disposal for the towns of Kurow, Kakanui, Moeraki, Omarama, Otematata and Palmerston will continue over the next 5

years to ensure compliance with existing resource consents conditions and with resource consents currently being applied for. Investigations will continue to determine the amount of emergency storage available at pump stations and to determine whether emergency storage is needed to prevent environmental contamination and health risks.

Catchment management plans are also expected to be needed in the future to meet Regional Council standards.

Council intends to continue to maintain its existing wastewater network over the next ten years. Some discussions have occurred with the Hampden community about establishing a wastewater network, but at this stage the cost of establishing a reticulated wastewater system is estimated to be high. Discussions will continue on alternative options and lower-cost septic tank-based systems will be investigated by Council's Strategy Group. Until investigations are completed, the number of affected properties and the extent of future capital and operating costs, and the potential for subsidy are unknown.

Ongoing maintenance works, and works to improve the capacity and operation of wastewater systems, will also be necessary over the next ten years. Developing a robust capital renewal program will also be necessary to ensure that the wastewater network continues to be maintained in an operational state in the future.

In preparing this Plan, Council has assumed that, with the capital works indicated in the following section will be undertaken and existing resource consents will be renewed.

HOW WILL WE GET THERE?

This Plan is based on a detailed Asset Management Plan.

Council plans to maintain current levels of service for the life of this Plan, unless consent conditions, legislation, or community expectations change. Council will:

- continue to collect, treat and dispose of wastewater
- upgrade treatment facilities to comply with resources consent conditions
- plan for future development and needs
- consult with the community on issues such as health and legislative compliance issues

Improved wastewater treatment and disposal systems are likely to be required at Omarama, Kurow, Kakanui, Moeraki and Palmerston as a condition of resource consent when the consents are due for renewal. Omarama and Moeraki projects are funded through capital projects in 2013/14 (see table below). Kurow improvements are minor and will be funded from operational budgets and depreciation. Palmerston improvements have been funded in previous years and design work is underway. Kakanui consents expire in 2012 and, given the uncertainty over the extent of the upgrade required at that time, we cannot accurately assess the extent of capital expenditure required.

Extension of the wastewater network to the Oamaru North End Industrial Development is the only significant expansion of the Wastewater Network planned within the timeframe of this plan.

Network improvements comprising of wastewater storage and a new wastewater pumping station are proposed on systems throughout the District.

Council will use the following strategies to manage demands on the wastewater network:

- prompt response to faults
- reducing the risk of failure through the renewal programmes
- public education

PROJECT AND DESCRIPTION	YEAR
New Capital Works	
Upgrades <ul style="list-style-type: none"> • North End Oamaru • Moeraki/Omarama Sewerage Treatment Plant 	2009/10 2013/14
Renewals	
Oamaru Pipe	2012 Ongoing
CCTV All Schemes	Ongoing
Consents – All Schemes	2009, 2012/13
General – All Other Schemes	2011 Ongoing
Operational – No Projects	

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Performance Targets Years 4-10
Sewerage discharges into the environment are managed to the relevant environmental standards.	No abatement notices were served on Council.	Develop and implement upgrades, testing and monitoring as required.	No abatement notices served on Council.	Develop and implement upgrades, testing and monitoring as required.	No abatement notices served on Council.
Timely response to mains blockages and overflows.	Of the 20 sewer blockages attended, 100% were responded to within 2 hours.	95% of complaints are responded to within 2 hours.	Staff on site within 2 hours of Council notification in 95% of the cases.	95% of complaints are responded to within 2 hours.	Staff on site within 2 hours of Council notification in 95% of the cases.

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

Council operates wastewater systems in nine communities throughout the District made up of collection, treatment and disposal systems. The collection systems include mains, pumping stations and manholes.

The replacement value of treatment plants, pump stations and reticulation is approximately \$59M as at July 2006.

People

The Water Services Unit has five full-time equivalent staff, including an engineering cadet.

The Water Services Unit provides management and engineering expertise to the Water, Wastewater, and Stormwater activities. The unit utilises contractors to maintain, renew, and construct assets through various contractual agreements. The Unit augments its skill base by the engagement of specialist consultants as required to undertake specific projects and works.

The very high workload in the Water Services Area means that an additional Water Engineer is required in 2010, and a graduate engineer in 2011.

It is likely that the shortage of technically skilled people to design, construct and manage water assets will continue to have an impact on this activity in future years. This is a global issue which is also affecting other local authorities.

WHO PAYS FOR IT?

This activity is funded by targeted rates from properties that have access to waste water systems.

Further information is contained in Council's Financing and Revenue Policy.

WATER - SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Council operates 23 piped water supplies in the Waitaki District which supply water to over 95% of the District's population.

Council supports this activity by:

- providing, operating and maintaining of water infrastructure in compliance with New Zealand standards and legislative requirements
- responding to call outs and service disruptions quickly and efficiently
- planning for future development and needs

WHY ARE WE DOING IT?

Water supply contributes to the following community outcomes:

Waitaki people are safe and healthy

Waitaki rivers and water are managed for the future

Waitaki's distinctive natural environment is valued and protected

Waitaki has a diverse, sustainable and growing economy

Council has statutory responsibilities under the Health Act 1956 to improve, promote, and protect public health within the District. The Health (Drinking Water) Amendment Act 2007 places a further obligation on Council to comply with the Drinking Water Standards for New Zealand.

The Local Government Act 2002 requires the continued operation of Water Supplies unless specific approval is sought to withdraw from the activity (in whole or part).

Council sees the provision of reliable and safe drinking water to the community as a major contribution to the District's economy and to resident's wellbeing.

Currently Council has not found any significant negative effect that the water activity may have on the well being of the community. However, Council is aware that the demand for greater volumes of water has the potential to deplete water resources in the District. Council will continue to identify and implement methods of making water supply services more efficient and sustainable. Having pipes on private properties can also restrict an owner's use of a property.

WHERE ARE WE HEADED?

Council's principal goal for water over the next ten years is:

- To support and underpin the health, wellbeing and financial prosperity of the community by providing a lawful, reliable, sustainable and cost effective supply of water to meet the needs of the consumer

With the introduction of the Health (Drinking Water) Amendment Act 2007, the main focus for Council over the next decade is to improve water treatment throughout the district to comply with the Act.

Achieving compliance requires significant capital works to upgrade the treatment process at a number of water treatment plants in the District. Treatment plant upgrades are estimated to cost \$9.3M over the 10 year period.

Operation and maintenance costs of the upgraded Water Treatment plants are significantly higher than current due to the more sophisticated treatment plants and increased monitoring of water supplies necessary to comply with the Act.

Economic development depends heavily on the availability of water. The management and distribution of our existing and future water sources has significant potential to affect development in the Waitaki District. Council has recently undertaken a number of studies to help determine the future demands on the water supply network and assist Council to plan for water services in future years.

In addition to the need to comply with the Health (Drinking Water) Amendment Act 2007, there is an ongoing need to improve the quality of water network asset information in order to improve maintenance and development of the water network to meet future demand. The continued development of a robust asset renewal plan will be an area of focus over the second half of the Community Plan timeframe.

Demand for water supply services is expected to be influenced by:

- Increased dwelling numbers
- Population growth
- Increased visitor numbers
- Flow on effects of increased irrigation of farm land

The District's future development relies heavily on the availability of water and the responsible management, distribution and protection of existing and future water sources.

Generally, the water network is in a fair state of repair and if maintained and renewed regularly, the service can be expected to last indefinitely, without any significantly abnormal costs having to be incurred.

Council also plan to complete a review of its Water Bylaws in the first three years of this Plan.

After the Community Plan was submitted for audit, the Ministers of Health and Local Government announced on 25 June 2009 that Government has decided to extend the timeframe for water schemes to comply with NZ Drinking Water Standards. Council intends to review the implications of this announcement for its water treatment capital works programme during 2009/10, and is likely to amend its Community Plan for 2010/11 to include the results of that review.

HOW WILL WE GET THERE?

Water treatment will improve in all parts of the District to meet the requirements of the Health (Drinking Water) Amendment Act 2007. The exception to this is the Oamaru supply which was upgraded in 2007 and currently meets the requirements of the Act and the Awahokomo supply which does not need to comply due to its very small population.

Over the next ten years Council plans to:

- Maintain consumer's access to water

- Upgrade Treatment Plants to supply water which meets the requirements of the Health (Drinking Water) Amendment Act 2007
- Plan for the future development, maintenance and renewal of the water network to meet the needs of current and future consumers

This vision is supported by a detailed Water Asset Management Plan.

Significant projects and their funding sources are summarised in the following table:

PROJECT AND DESCRIPTION	YEAR
New Capital Works – funded from loan, depreciation, development contributions and reserves to create new assets or improve service levels	
Treatment Plant upgrading <ul style="list-style-type: none"> • Lower Waitaki RWS Oamaru North End infrastructure Development	2009/10
Treatment Plant upgrading and Treated Water Pipelines <ul style="list-style-type: none"> • Palmerston Urban WS • Dunback RWS • Goodwood RWS • Enfield RWS • Weston RWS 	2010/11
Treatment Plant upgrading <ul style="list-style-type: none"> • Omarama Urban WS • Kurow Urban WS • Hampden/Moeraki RWS • Herbert/Waianakarua RWS • Kakanui RWS • Tokarahi Reticulation Improvements 	2011/12
Treatment Plant upgrading <ul style="list-style-type: none"> • Otematata Urban WS • Lake Ohau Urban WS • Dunrobin RWS¹ • Duntroon RWS • Tokarahi RWS 	2012/13
Treatment Plant upgrading <ul style="list-style-type: none"> • Awamoko RWS • Kauru Hill RWS • Otekaieke RWS • Stoneburn RWS • Windsor RWS Reticulation Improvements	2013/14
Oamaru trunk main isolating and draining	2014/15
Oamaru Water Treatment Plant capacity expansion	2017/18

Renewals	
Resource Consents – All Schemes	2013/14
Oamaru Pipe	Ongoing
General – All Other Schemes	2013/14
Oamaru filter renewal	2014/15
Operational – No Projects	

¹ Not currently rated for, as described under “Who Pays For It”?

The treatment plant improvements fall into three broad categories:

- Building better treatment plants to treat the water that is currently used
- Finding new more easily treated water and treating this
- Supplying water from a semi centralised treatment plant to neighbouring supplies

The preferred option will be selected by considering the cost to build and run, and confidence that it will consistently produce the very high quality water required. This may include looking at treatment occurring at the household for very small supplies.

Population growth is expected across the District. The Treatment plants will be designed and constructed to allow for the expected growth. The proportion of the cost of upgrading treatment plants or carrying out capital works that is required due to population growth will be funded through development contributions. In areas where there is a high level of population growth expected, more funding from development contributions will be available to carry out capital projects.

The Ministry of Health has established a subsidy scheme to provide funding to assist water suppliers to meet the cost of meeting the Drinking Water Standards. The subsidy scheme is based on the New Zealand Deprivation Index. This means that communities from poorer and lower socio-economic areas are likely to receive more funding than other communities.

Council has applied to have its water schemes assessed to determine whether subsidy will be available. The Ministry of Health has indicated at this stage that:

- Around a quarter of the supplies are “most likely” to receive some funding
- Around a quarter of the supplies are “less likely” to receive some funding, and the funding (if any) would be less
- Around a quarter of the supplies are “least likely” to receive any funding and the funding (if any) would be the small
- Around a quarter of the supplies are not eligible to receive any funding

It is likely to be some time before subsidy availability and subsidy levels for water upgrades are formally confirmed by the Ministry. Our current assumptions for funding purposes are that no subsidy will be received.

Renewal Work

The cost for renewal work (i.e. upgrades, refurbishment or replacement of existing facilities to maintain capacity or performance) for water supplies is estimated to be \$4.3M over the next 10 years. All water supply renewal work will be funded by the annual depreciation provision where funds are available.

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Council plans to take all practicable steps to comply with the Health (Drinking Water) Amendment Act 2007 and the associated Drinking Water Standards for New Zealand, undertake some renewals, and renew resource consents prior to expiry. Achievement will be reported on via the following performance measures.

Levels of Service	Current Performance	Planned performance measures years 1 - 3	Performance targets years 1 - 3	Planned performance measures years 4 - 10	Planned performance targets years 4 - 10
User satisfaction with water supply	Resident survey 2008 recorded: 81% user satisfaction	Annual survey	> 70% satisfied	Annual survey	>70% satisfied
Quality of water supply to schemes	<p>The Oamaru Water Treatment Plant complies with the Drinking Water Standards 2005 for the Oamaru Water Supply.</p> <p>Of the 921 samples taken from Council owned, chlorinated supplies, 907 returned complying results for E.coli bacteria (98.6%).</p>	<p>Compliance with the Drinking Water Standard NZ 2005 in accordance with the timeframes of the Health (Drinking Water) Amendment Act 2007</p> <p>Sampling to satisfy the DWSNZ 2005 requirements</p>	<p>Compliance with the Drinking Water Standards 2005 criteria (11 current water supplies comply at the end of the third year of the plan)</p> <p>Compliance with the Drinking Water Standards 2005 criteria for E.coli bacteria >98% of the time</p>	<p>Compliance with the Drinking Water Standard NZ 2005 in accordance with the timeframes of the Health (Drinking Water) Amendment Act 2007</p> <p>Sampling to satisfy the DWSNZ 2005 requirements</p>	<p>Compliance with the Drinking Water Standards 2005 criteria (All current water supplies comply)</p> <p>Compliance with the Drinking Water Standards 2005 criteria for E.coli bacteria >98% of the time</p>
Water extraction meets resource consent conditions	No abatement notices received	Develop and implement upgrades, testing and monitoring as required	Compliance with resource consents. No abatement notices	Develop and implement upgrades, testing and monitoring as required	Compliance with resource consents. No abatement notices
A reliable water supply is provided	Currently not measured	Urban fire hydrant flows >12.5 L/S	Of the fire hydrants that are annually tested >90% meet target	Urban fire hydrant flows >12.5 L/S	Of the fire hydrants that are annually tested >90% meet target

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

Council manages 23 water supply systems, comprising six urban on demand supplies and 17 restricted supplies.

The supplies consist of water treatment plants (most; prior to upgrading, are very basic, apart from Oamaru), pumping stations, reservoirs and reticulation systems.

The reticulation system comprises pipes, valves, fire hydrants and service connections.

The replacement value of the treatment plants, pump stations, reservoirs and reticulation is approximately \$71 million as at July 2006, excluding the Oamaru Water Treatment Plant with a construction value of \$13 million (2006).

People

The Water Services Unit has five full-time equivalent staff, including an engineering cadet.

The Water Services Unit provides management and engineering expertise to the Water, Wastewater, and Stormwater activities. The unit utilises contractors to maintain, renew, and construct assets through various contractual agreements. The Unit augments its skill base by the engagement of specialist consultants as required to undertake specific projects and works.

The very high workload in the Water Services Area means that an additional Water Engineer is required in 2010, and a graduate engineer in 2011.

It is likely that the shortage of technically skilled people to design, construct and manage water assets will continue to have an impact on this activity in future years. This is a global issue which is also affecting other local authorities.

WHO PAYS FOR IT?

This activity is funded by targeted rates from properties that have access to water supply systems.

The Awahokomo and Dunrobin water schemes are not currently rated. The Awahokomo water supply is unlikely to require upgrading as a result of the Health Act. Dunrobin on the other hand, will require upgrading and the funding of the upgrade will need to be addressed with the consumers and water scheme committee as Council currently has no mechanism to recover that cost.

Further information is contained in Council's Financing and Revenue Policy.

GROUP OVERVIEW - PLANNING

The Planning group of activities includes the following:

- Community Planning and Consultation
- District Planning

These activities primarily contribute to environmental, economic, social and cultural wellbeing and support community outcomes that are focused on valuing and protecting the natural environment, encouraging a diverse and growing economy, and providing responsive and efficient government. Most of the activities in this group reflect statutory obligations under the Local Government Act 2002 and the Resource Management Act 1991. In both activities, service levels are expected to remain the same or increase.

COMMUNITY PLANNING AND CONSULTATION

Council will maintain current levels of investment in this activity. Within that level of investment we will continue to focus on statutory obligations and a limited amount of discretionary planning and consultation work. We will continue to review our approaches to community engagement to improve the quality and extent of public participation in this area.

DISTRICT PLANNING

Council will invest more in District Plan policy work over the term of the Plan as Council intends to improve progress with variations and changes to the District Plan in response to development trends, changing community expectations and new legal requirements. This is to ensure that our District Plan will enable good practice in sustainable management of Waitaki's natural resources and reduce bureaucratic barriers to investment in the economy. Areas for attention in the next three years will include the Oamaru Harbour area, landscapes, Oamaru North business zoning and coastal development.

Council will also reinforce good practice in Sustainable Management by putting more effort into managing compliance with resource consent conditions and reporting its findings publicly.

Council will also address anticipated changes to the Resource Management Act 1991 signaled by the Government. The exact extent and scope of these changes are yet to be determined.

Council has not found any significant negative effects that this group of activities may have on the social, economic, environmental or cultural wellbeing of the community.

Further detail on the activities can be found in the following summary activity management plans.

Funding for operations and projects in this group will come from rates and user fees, as stated in the financing and revenue policies detailed in Volume Two.

WAITAKI DISTRICT COUNCIL - PLANNING PROSPECTIVE ACTIVITY STATEMENT

Annual Plan 2008/09 \$(000)		2009/10 \$(000)	2010/11 \$(000)	2011/12 \$(000)	2012/13 \$(000)	2013/14 \$(000)	2014/15 \$(000)	2015/16 \$(000)	2016/17 \$(000)	2017/18 \$(000)	2018/19 \$(000)
	Operating Expenditure										
937	District Planning	980	1,031	1,045	1,078	1,100	1,114	1,153	1,179	1,229	1,273
2,648	Community Planning and Consultation	2,512	2,652	2,771	2,763	2,825	2,952	2,949	3,013	3,159	3,166
3,585	Total Operating Expenditure (1)	3,492	3,683	3,816	3,841	3,925	4,066	4,102	4,192	4,388	4,439
	Operating Revenue										
	<u>Activity Revenue</u>										
156	District Planning	193	201	208	212	218	223	228	233	239	245
-	Community Planning and Consultation	-	-	-	-	-	-	-	-	-	-
156		193	201	208	212	218	223	228	233	239	245
	<u>Rates Revenue</u>										
1,904	General Rates	1,576	1,663	1,693	1,734	1,771	1,806	1,853	1,894	1,959	2,013
881	District Services Rates	685	724	740	753	770	789	804	821	845	863
504	Uniform Annual General Charges	1,060	1,117	1,138	1,165	1,190	1,212	1,242	1,269	1,311	1,345
-	Ward Rates	-	-	-	-	-	-	-	-	-	-
-	Separate Activity Rates	-	-	-	-	-	-	-	-	-	-
3,289		3,321	3,504	3,571	3,652	3,731	3,807	3,899	3,984	4,115	4,221
3,445	Total Operating Revenue	3,514	3,705	3,779	3,864	3,949	4,030	4,127	4,217	4,354	4,466
(140)	Net Surplus (Deficit)	22	22	(37)	23	24	(36)	25	25	(34)	27
-	Remove Effect Depreciation Not Funded	-	-	-	-	-	-	-	-	-	-
(140)	Net "Cash" Surplus (Deficit)	22	22	(37)	23	24	(36)	25	25	(34)	27
	Capital and Resrves Funding Requirements										
	<u>New Capital</u>										
-	District Planning	-	-	-	-	-	-	-	-	-	-
-	Community Planning and Consultation	-	-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-	-
	<u>Renewals</u>										
-	District Planning	-	-	-	-	-	-	-	-	-	-
-	Community Planning and Consultation	-	-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-	-
-	Loan Repayments	-	-	-	-	-	-	-	-	-	-
-	Transfers to Reserves	25	25	6	26	27	7	28	28	9	30
-		25	25	6	26	27	7	28	28	9	30
(140)	Funded By:	22	22	(37)	23	24	(36)	25	25	(34)	27
-	Capital Sales	-	-	-	-	-	-	-	-	-	-
-	Loans Raised	-	-	-	-	-	-	-	-	-	-
140	Transfer from Reserves	3	3	43	3	3	43	3	3	43	3
-	Renewal Funding From Depr. Reserves	-	-	-	-	-	-	-	-	-	-
-		25	25	6	26	27	7	28	28	9	30
-	(1) Specific Expenses Included Above	-	-	-	-	-	-	-	-	-	-
-	Depreciation	-	-	-	-	-	-	-	-	-	-
-	External Interest	-	-	-	-	-	-	-	-	-	-
-	Internal Interest	8	8	7	7	6	6	5	5	4	3

COMMUNITY PLANNING AND CONSULTATION – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Council's community planning and consultation activity enables community input into Council decision making processes. Council promotes accountability by monitoring progress against its plans and reporting to the community on its plans and achievements. Council also identifies and consults with people likely to be affected by decisions; encourages participation in decision-making processes and provides feedback to people on their submissions.

This activity co-ordinates corporate planning and reporting activities. Council aims to meet statutory timeframes and requirements and to produce documents that are accessible to the community.

Community planning and consultation activities fall into three broad categories:

1. Planning for Council and community activities by developing and reviewing strategies, policies and bylaws, and the Waitaki Community Plan and Annual Plan.
2. Consulting on plans, policies and decisions that affect the community through meetings, questionnaires, submission processes, residents' surveys and other tools.
3. Informing and reporting to the community about Council's activities through annual reports, regular progress reports to Council on performance, newsletters and media releases.

WHY ARE WE DOING IT?

Community Planning and Consultation contributes to the following community outcomes:

Waitaki is served by responsive and efficient government: we can be involved in decisions that affect us.

New Zealand has a system of representative local government with strong participatory elements. This activity supports public participation in Council's local decision making processes and enables Council to be accountable to the community it serves.

Council has statutory responsibilities under the Local Government Act (2002) to produce plans, strategies, policies and statements, such as the Annual Plan, the Annual Report and Community Plans. These documents set out Council's plans and enable residents to monitor Council's performance.

Residents expect to be kept informed of Council decisions and activities, and many of the activities related to this Community Planning and Consultation are focused on providing residents with information.

No significant negative effects have been identified in relation to the Council undertaking this activity.

WHERE ARE WE HEADED?

We anticipate that over the term of the Plan, there may be some legislative changes which will affect this activity. For the purposes of the plan, we expect to generally maintain the level of service currently provided.

Planning and consultation is expected to evolve over time in response to the needs of the community. For example:

- There is an increasing expectation that Council will consult with its residents and that they will continue to have opportunities to be involved in decision-making processes.
- Demographic changes, such as population ageing and rising numbers of non-resident ratepayers, may impact on consultation processes in the future.
- Joint consultation and communication between organisations may increase.
- Demand for accurate up-to-date demographic and statistical data is likely to increase in order to be able to plan Council activities over the next ten years with greater confidence.

We will continue to:

- Improve and refine consultation and communication techniques in response to changing community needs.
- Prepare and review strategies, plans and policies.
- Respond to changes in legislation that require Council to prepare plans or policies.

HOW WILL WE GET THERE?

There are no projects planned for this activity.

We expect to maintain and in some areas improve service levels over the life of this Plan. We anticipate that services will be funded from within operating budgets.

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Planned Performance Targets Yrs 4-10
Annual plans, annual reports, policies and bylaws are adopted and reviewed within statutory timeframes	Annual plans, annual reports, policies and bylaws are reviewed and adopted within legal timeframes.	Annual plans, annual reports, policies and bylaws are reviewed and adopted within legal timeframes.	100%	Annual plans, annual reports, policies and bylaws are reviewed and adopted within legal timeframes.	100%
The successful delivery to the community of the Ten Year Waitaki Community Plan (LTCCP).	The 2006/16 Draft Waitaki Community Plan received an unqualified audit opinion. The Final 2006/16 Waitaki Community Plan received a minor qualification related to the Summary Draft Community Plan. This matter did not affect the overall audit opinion on the final Community Plan.	Adoption of draft and final versions of the Waitaki Community Plan with unqualified audit reports.	Waitaki Community Plans are adopted with unqualified audit reports.	Adoption of draft and final versions of the Waitaki Community Plan with unqualified audit reports.	Waitaki Community Plans are adopted with unqualified audit reports.
Provide useful information to the community about Council activities	In the 2008 Residents Survey, 77% of people said they have seen or read the Waitaki Link.	<p>Percentage of residents from Residents survey who have read the Waitaki Link*</p> <p>Percentage of residents from Residents survey who say the Waitaki Link provides useful and informative information about Council activities*</p> <p>*To be monitored every second year.</p>	<p>70% of residents have read the Waitaki Link</p> <p>65% of residents say the Waitaki Link provides useful and informative information about Council activities.</p>	<p>Percentage of residents from Residents survey who have read the Waitaki Link*</p> <p>Percentage of residents from Residents survey who say the Waitaki Link provides useful and informative information about Council activities*</p> <p>*To be monitored every second year.</p>	<p>70% of residents have read the Waitaki Link</p> <p>65% of residents say the Waitaki Link provides useful and informative information about Council activities.</p>

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4 - 10	Planned Performance Targets Yrs 4 -10
The community is involved in decisions that affect them.	Not previously measured – survey to be developed.	Follow up survey with Annual Plan/Waitaki Community Plan submitters and non-submitters to establish benchmark satisfaction with consultation, based on principles of the LGA.	Year 1 established benchmark level of satisfaction. Target to meet or improve on Year 1.	Follow up survey with Annual Plan/Waitaki Community Plan submitters and non-submitters to gauge satisfaction with consultation, based on principles of the LGA.	To improve on Year 1 level of satisfaction.

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

This activity is primarily people-based with a small amount of technical equipment that supports this function.

People

Currently 2 full-time equivalent staff are employed to carry out community planning and consultation activities.

WHO PAYS FOR IT?

Rates recovered from the District, fund the Community Planning and Consultation activity.

Further information is contained in Council's Financing and Revenue Policy.

DISTRICT PLANNING – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Council has responsibilities for the sustainable management of natural and physical resources of the Waitaki District. The main functions associated with this are:

- preparing and administering the Waitaki District Plan
- processing land-use and subdivision resource consents, notices of requirement and District Plan variations
- assisting with the processing of Land Information Memorandums and Project Information Memorandums
- managing development and land-use activities through the District Plan
- environmental monitoring and 'State of the Environment' reporting
- providing information in response to public enquiries
- engaging with Canterbury and Otago Regional Councils in connection with their regional plans
- providing comments to Government on proposed changes to the Resource Management Act and National Policy Statements

WHY ARE WE DOING IT?

District Planning contributes to the following community outcomes:

Waitaki's distinctive natural environment is valued and protected: all land-use is managed sustainably and sensitively, with particular attention to coastal and other areas of environmental and cultural significance.

Waitaki has a diverse, sustainable and growing economy.

Council's District Planning activity is primarily aimed at ensuring that development is environmentally sustainable.

Council has statutory obligations under the Resource Management Act (RMA) 1991 to carry out district planning. The RMA requires that natural and physical

resources be managed sustainably. This activity is focused on protecting the local environment, enabling development while mitigating or avoiding any adverse effects of this and complying with statutory requirements.

Council's involvement also helps manage disputes, protect public health, and protect the character and heritage of different areas whilst allowing public input into the shaping of the District. It also provides a framework of planning rules and procedures, within which the public and businesses can operate.

No significant negative effects have been identified in relation to the Council undertaking this activity.

WHERE ARE WE HEADED?

Council's functions under resource management law likely to be affected by any amendments to the Resource Management Act 1991. A Bill reflecting Phase One of Government's programme for resource management law reform is before Parliament and is forecast to pass into law in July 2009. The Ministry for the Environment has begun scoping work on Phase Two reforms.

Council currently issues around 150 resource consents per year, and we expect this volume to increase slightly in the medium to long term. Council commissioned a growth projections report in 2008 which provides projections for the next 30 years. The report indicated that over the 30 year period, the number of dwellings in the District would increase by 28%. Further work is needed as part of this activity to plan for the impact that growth will have and identify any District Plan changes needed.

Changing land uses as a result of irrigation development is also an issue that will need further attention in future years.

Other factors which will influence this activity include changing legal requirements and community expectations, such as:

- national environmental standards, national policy statements and regional plans
- the changing location and character of development
- growing community support for the sustainable development of our natural and built heritage
- the findings of State of the Environment report

At a regional and national level there is an increasing emphasis on climate change and sustainability issues. Additional planning work may need to be carried out in the future on these issues.

HOW WILL WE GET THERE?

Resource Consents

An increase in resource consents is expected over the next ten years due to growth in the District. Current service levels will be maintained unless legislation or community expectations change, or there are significant changes in resource consent volumes.

More work will be done on consent compliance monitoring to ensure that consent holders comply with resource consent conditions that manage the effects of development on the environment.

District Plan

Council will continue to implement the required variations to the District Plan.

Variations currently being addressed:

1. Landscapes and Visual Amenity, (and Plan Change).
2. General Indigenous Vegetation Clearance.
3. Exception to the Building Height Limit Rule for part of the Cement Policy Area/Rural General Zone.
4. Building Setbacks from Roads in Rural Zone.
5. Amendments to the Site Development Standards on Building Coverage (and Change 3).

Projects to address priorities:

- Oamaru Harbourside Variation.
- North Oamaru Business 4 Zone.
- Ecological Assessment Study.

Other priorities from 2009/10 onwards include:

- Landscapes and Visual Amenities Plan Changes and Variations
- Variations relating to Indigenous Vegetation Clearance
- Amending hazardous substances classification and rules to comply with government classifications
- Financial contributions for rural zones

Environmental Monitoring Strategy

The Environmental Monitoring Strategy identified the following issues to be addressed in State of the Environment reports over the life of this Plan:

- Heritage Values
- Transport
- Energy
- Signs
- Natural Hazards (Coastal Processes)
- Tangata Whenua Values
- Open Space and Recreation
- Changing Land Use (Rural)
- Hazardous Substances
- Subdivision
- Irrigation
- Utilities
- Community Facilities

During the lifetime of this Plan, reports will be progressively prepared on these topics.

PROJECT AND DESCRIPTION	YEAR
New Capital Works – No projects	
Renewals – No projects	
Operational	
Plan Changes and Variations	Ongoing
Significant Ecological Site Assessment	2015/ 2019

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Planned Performance Targets Yrs 4-10
Process resource consents within statutory timeframes	89% (8 of 9) of notified resource consents; 85% of non-notified resource consents (126 of 149)	Notified: 100% Non-notified: 90%	Notified: 100% Non-notified: 90%	Notified: 100% Non-notified: 90%	100% Non-notified: 90%
Monitor Resource Consents	Advice to public at counter				
Notify and implement District Plan variations	<ul style="list-style-type: none"> Hearings on Variations 2 and 3 are in progress. Decision on Variation 4 is under appeal. Hearings on Variations 5 and 8 and Plan Change 4 will follow completion of hearings on Variations 2 and 3. 	Agree a programme of plan variations and changes each year and notify and process within statutory timeframes.	Complete (in priority order): <ul style="list-style-type: none"> Variation 9 and Plan Change 4 – Harbourside Zone and Plan Change 5 – Heritage Related Policies Variations 2 and 3 – Landscape and Visual Amenity as General Indigenous Vegetation Clearance North Oamaru Industrial Park and Business 4 Zone Plan Change 	Agree a programme of plan variations and changes each year and notify and process within statutory timeframes.	Complete any appeals arising. Progress all new Variations and Plan Changes.
State of the Environment Reporting	Work started in 2005	Produce annually	Produce annually	Produce annually	Produce annually

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Planned Performance Targets Yrs 4-10
Monitor resource consents	Subdivision consents monitored through s224 RMA certification process. Landuse consents monitored through complaints.	<p>Percentage of subdivision consents monitored through s224 certification process.</p> <p>Percentage of notified land use consents issued in last 5 years field checked for compliance.</p> <p>Percentage of non-notified land use consents issued in last 5 years field checked for compliance.</p>	<p>100% of subdivision consents.</p> <p>100% of notified land use consents</p> <p>25% of non-notified land use consents.</p>	<p>Percentage of subdivision consents monitored through s224 certification process.</p> <p>Percentage of notified land use consents issued in last 10 years field checked for compliance.</p> <p>Percentage of non-notified land use consents issued in last 5 years field checked for compliance</p>	<p>100% of subdivision consents.</p> <p>100% of notified land use consents.</p> <p>50% of non-notified land use consents.</p>
Advice to public at counter	Counter enquiries responded to	Percentage of counter enquiries where the enquirer was satisfied with the service provided	80%	Percentage of counter enquiries where the enquirer was satisfied with the service provided	80%

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

This activity is primarily people-based with a limited number of minor specialised assets that support this function.

People

Five full-time equivalent staff are employed carrying out District Planning activities.

The District Planning unit is currently under review. Whatever the outcome of this review, Council will continue to be responsible for ensuring that planning activities are carried out.

WHO PAYS FOR IT?

District planning is funded under two separate financing and revenue policies. The District planning activity is funded from rates, recovered from the District. The resource consents activity is funded from a mix of user charges and rates recovered from the District.

For further information, see Council's Financing and Revenue Policy.

GROUP OVERVIEW - REGULATORY

The Regulatory group of activities includes the following:

- Animal Control
- Building Control
- Emergency Management
- Environmental Health

These activities primarily contribute to social wellbeing and support community outcomes that are focused on ensuring a healthy and safe community. Specific outcomes influenced by these activities are:

- Waitaki people are safe and healthy
This is supported by services that protect people from wandering and dangerous dogs, that ensure buildings are safe to use, that ensure food that is manufactured and sold is safe to eat, that ensure liquor licensed premises operate in a manner consistent with the safe consumption of alcohol, and that enables the community to respond effectively to natural disasters threatening people and property.
- *Waitaki has a diverse, sustainable and growing economy*
This is supported by regulatory services that aim to be user-friendly for businesses and community groups and keep compliance costs to a minimum.
- *Waitaki has essential transport networks and services*
This is supported by regulatory services that assist to minimise the presence of alcohol-impaired drivers and wandering animals on our roads.
- *Waitaki has strong and proud communities*
This is supported by recognising and valuing our Rural Fire and Civil Defence volunteers.

The activities in this group reflect statutory obligations for Council under legislation including the Dog Control Act 1996, the Building Control Act 2004, the Civil Defence and Emergency Management Act 2002, the Health Act 1956 and the Sale of Liquor Act 1989. For many aspects of these activities, service levels are expected to remain the same but some will increase to meet new Government requirements.

ANIMAL CONTROL

Service levels for animal control are expected to remain unchanged. Future increases in dog control fees are expected as service contracts are due to be reviewed in the near future and contract rates have not changed for several years.

BUILDING CONTROL

Service level increases will occur in building control to meet ongoing Government requirements for Building Consent Authority accreditation including quality assurance and training requirements which will become mandatory during the term of this Plan.

EMERGENCY MANAGEMENT

Service levels for Emergency Management are expected to remain largely unchanged with modest increases consistent with good asset management practice. The Plan contains projects for improvements to fire stations and the construction of shelters for water tankers. A feasibility study is proposed to look into the need for an alternative site option for an improved Civil Defence headquarters. Funding for a new headquarters building is included in this Plan.

ENVIRONMENTAL HEALTH

Service levels for Environmental Health are expected to remain unchanged. Future increases in service levels for food premises licensing have been signaled by the Government but are yet to be confirmed in legislation.

Council has not found any significant negative effects that this group of activities may have on the social, economic, environmental or cultural wellbeing of the community.

Further detail on the activities can be found in the following summary activity management plans.

Funding for operations and projects in this group will come from rates and user fees, as stated in the financing and revenue policies detailed in Volume Two.

WAITAKI DISTRICT COUNCIL - REGULATORY PROSPECTIVE ACTIVITY STATEMENT

Annual Plan 2008/09 \$(000)		2009/10 \$(000)	2010/11 \$(000)	2011/12 \$(000)	2012/13 \$(000)	2013/14 \$(000)	2014/15 \$(000)	2015/16 \$(000)	2016/17 \$(000)	2017/18 \$(000)	2018/19 \$(000)
	Operating Expenditure										
739	Building Control	988	1,028	1,051	1,052	1,074	1,098	1,125	1,151	1,182	1,212
382	Environmental Health	426	443	451	460	471	482	493	503	515	528
127	Animal Control	134	154	159	162	166	170	174	178	183	187
478	Emergency Management	535	555	555	608	616	624	632	640	650	660
1,726	Total Operating Expenditure	2,083	2,180	2,216	2,282	2,327	2,374	2,424	2,472	2,530	2,587
	Operating Revenue										
	<u>Activity Revenue</u>										
537	Building Control	704	735	759	777	795	814	832	852	872	893
120	Environmental Health	157	164	169	173	178	182	186	190	195	200
122	Animal Control	135	153	158	162	166	169	174	178	182	186
44	Emergency Management	32	32	32	32	32	32	32	32	32	32
823		1,028	1,084	1,118	1,144	1,171	1,197	1,224	1,252	1,281	1,311
	<u>Rates Revenue</u>										
(16)	General Rates	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)
250	District Services Rates	282	289	256	259	262	265	268	271	274	277
574	Uniform Annual General Charges	683	711	713	731	744	760	778	793	816	838
-	Ward Rates	-	-	-	-	-	-	-	-	-	-
105	Separate Activity Rates	131	138	138	169	172	175	178	181	185	189
913		1,092	1,134	1,103	1,155	1,174	1,196	1,220	1,241	1,271	1,300
1,736	Total Operating Revenue	2,120	2,218	2,221	2,299	2,345	2,393	2,444	2,493	2,552	2,611
10	Net Surplus (Deficit)	37	38	5	17	18	19	20	21	22	24
-	Remove Effect Depreciation Not Funded	-	-	-	-	-	-	-	-	-	-
10	Net "Cash" Surplus (Deficit)	37	38	5	17	18	19	20	21	22	24
	Capital and Reserves Funding Requirements										
	<u>New Capital</u>										
-	Building Control	-	-	-	-	-	-	-	-	-	-
-	Animal Control	-	-	-	-	-	-	-	-	-	-
10	Emergency Management	37	38	538	5	5	5	5	5	5	5
10		37	38	538	5	5	5	5	5	5	5
	<u>Renewals</u>										
-	Building Control	-	-	-	-	-	-	-	-	-	-
-	Animal Control	-	-	-	-	-	-	-	-	-	-
55	Emergency Management	60	60	60	61	61	61	61	61	61	61
55		60	60	60	61	61	61	61	61	61	61
-	Loan Payments	-	-	-	-	-	-	-	-	-	-
-	Transfers to Reserves	-	-	-	12	13	14	15	16	17	19
65		97	98	598	78	79	80	81	82	83	85
	Funded By:										
10	Net "Cash" Surplus (Deficit)	37	38	5	17	18	19	20	21	22	24
-	Capital Sales (Property & Vehicles)	-	-	-	-	-	-	-	-	-	-
-	Loans Raised	-	-	-	-	-	-	-	-	-	-
-	Transfer from Reserves	-	-	533	-	-	-	-	-	-	-
55	Renewal Funding From Depr. Reserves	60	60	60	61	61	61	61	61	61	61
65		97	98	598	78	79	80	81	82	83	85
33	(1) Specific Expenses Included Above	31	31	31	36	36	36	36	36	36	36
-	Depreciation	-	-	-	-	-	-	-	-	-	-
-	External Interest	-	-	-	40	39	38	37	35	34	33
-	Internal Interest	-	-	-	-	-	-	-	-	-	-

WAITAKI DISTRICT COUNCIL REGULATORY PROJECT SCHEDULE (\$'000 INCLUDING INFLATION)

Name	Funding (Sources Other Than Rates*)	2009/10		2010/11		2011/12		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18		2018/19	
		Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd
Emergency Management - New Capital																					
Fire Station Yard Improvements		20	20	21	21	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Station Tanker shelters		12	12	12	12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Civil Defence Sector Posts - Equipment		5	5	5	5	5	-	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Civil Defence HQ - Construction		-	-	-	-	533	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Emergency Management - Total New Capital		37	37	38	38	538	-	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Emergency Management - Renewals																					
Rural Fire Vehicle Renewals		55	-	55	-	55	-	55	-	55	-	55	-	55	-	55	-	55	-	55	-
Fire Station Renewals		5	-	5	-	5	-	6	-	6	-	6	-	6	-	6	-	6	-	6	-
Emergency Management - Total Renewals		60	-	60	-	60	-	61	-	61	-	61	-	61	-	61	-	61	-	61	-

ANIMAL CONTROL - SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Council undertakes Animal Control to protect the public from dangerous and/or wandering dogs and stock, and monitors the welfare of dogs.

Animal Control carries out the following tasks:

- Investigating dog-related complaints including barking, wandering and menacing dogs. Currently around 870 complaints are investigated each year.
- Enforcing Council's bylaws which control matters such as where dogs are permitted, whether dogs are required to be on a leash in public places and the fencing to keep dogs within a property boundary.
- Impounding wandering dogs and taking steps to identify the owner of the dog. Currently over 140 dogs are impounded annually.
- Maintaining a register of dogs. Over 5,000 dogs were registered in the Waitaki District as at June 2008.
- Investigating wandering stock complaints. Council currently receives around 120 wandering stock complaints annually.
- Providing feedback on animal control activities for periodic review of the Dog Control Policy, the Dog Control Bylaw, and the relevant provisions of the General Bylaw.

Council staff carry out dog registration and statutory duties, while animal control and impounding is contracted out to a 24-hour independent service provider, which covers the entire District.

WHY ARE WE DOING IT?

Animal Control contributes to the following community outcomes:

Waitaki people are safe and healthy.

Waitaki has essential transport networks and services: *we have a safe and affordable roading network.*

Council's Animal Control activity is primarily aimed at the health and safety of the public; in particular, it is concerned with preventing nuisance and injury caused by dogs that are uncontrolled or poorly cared for, and preventing harm to road users by impounding wandering stock.

There is a secondary focus on the well-being of animals, a function that is carried out in conjunction with the Society for the Prevention of Cruelty to Animals.

The work of the Council in this area is supported by the objectives of the Dog Control Act (1996) which focus on better provision for the care and control of dogs by:

- requiring the registration of dogs
- making special provision in relation to dangerous dogs
- imposing obligations on dog owners to ensure that dogs do not cause a nuisance to any person and do not injure, endanger, or cause distress to any person
- imposing obligation on dog owners to ensure that dogs do not injure, endanger or distress any stock, poultry, domestic animal, or protected wildlife

No significant negative effects have been identified in relation to the Council undertaking this activity.

WHERE ARE WE HEADED?

Council's statutory responsibilities and the scale of activity for dog and animal control are likely to remain largely unchanged over the term of the Plan, therefore Council expects to maintain current levels of service for this activity over the term of the Plan.

The cost and obligations of dog ownership have increased due to statutory requirements which may make dog ownership less attractive in future. While the number of residents in the District is expected to increase over the next ten years, dog numbers are expected to remain relatively stable.

HOW WILL WE GET THERE?

The current service levels will be maintained for the life of this Plan unless legislation changes or community expectations require us to make any adjustment. The General Bylaw section regarding animal control is due for review in 2016, with the Dog Control Bylaw due for review in 2014.

There are no projects planned for this activity.

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4 - 10	Planned Performance Targets Yrs 4 -10
Residents satisfied with dog control services.	71% satisfaction in 2006/07 resident survey	Residents satisfied with dog control services	At least 70% satisfied	Residents satisfied with dog control services	70%
Dogs are registered	100% of all known dogs registered in 2006/07	Registration of known dogs	100% registration	Registration of known dogs, unregistered dogs recorded	100% registration by 31 December; aim to reduce unregistered number annually
Animal Control complaints are investigated promptly.	In 2006/07, 100% stock-related complaints responded to within two hours; dog related complaint response time not previously recorded	Response time to animal control complaints	Incidents responded to within two hours of notification	Response time to animal control complaints	Incidents responded to within two hours of notification
Complainants satisfied with complaint resolution process for animal control.	Not previously recorded	Complaints actioned and complainants satisfied	Survey complainants once every 3 years to ascertain satisfaction levels	Complaints actioned and complainants satisfied	Survey in Year 6 regarding satisfaction
Minimise road accidents where dogs or wandering stock are a contributing factor	Not previously recorded by Council	Number of road accidents where dogs or wandering stock are a contributing factor (CAS)	Establish a benchmark in Year 1. Maintain or better this benchmark in Years 2 and 3.	Number of road accidents where dogs or wandering stock are a contributing factor (CAS)	Maintain or better the Year 1 benchmark.

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

The Council operates a dog pound in Oamaru. There is also a stock race located at the pound.

People

The Council's Animal Control services involve a number of full time in-house staff, who carry out dog registration and statutory duties. In addition, animal control and impounding is contracted out to a 24-hour independent service provider, which covers the entire District.

WHO PAYS FOR IT?

The Animal Control activity is funded from user charges and rates. Rates are recovered from the District.

Recovery from user charges is planned to increase by 10% in 2010/11 and by 10% in 2013/14.

Further information is contained in Council's Financing and Revenue Policy.

BUILDING CONTROL – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Council monitors and maintains compliance with building standards, to ensure that buildings and the people who use them are safe, with adequate provision for fire safety. Council is an accredited Building Consent Authority under the Building Act 2004 for Class 1 and 2 buildings.

Council carries out the following tasks:

- inspection of buildings and issuing building consents, with 850 – 900 building consents currently issued each year
- administering and auditing Building Warrants of Fitness
- issuing Land and Project Information Memoranda. Approximately 1,200 of these are currently issued each year
- investigating complaints relating to building work and illegal buildings
- inspection of swimming pool fencing

WHY ARE WE DOING IT?

Building Control contributes to the following community outcomes:

Waitaki people are safe and healthy.

Waitaki has a diverse, sustainable and growing economy.

Council's Building Control activity is primarily aimed at the health and safety of the public, by ensuring that buildings are designed and constructed to be safe and healthy to live and work in.

Building is also an important contributor to economic activity, so building regulation and customer service needs to be efficient and responsive to customers.

Council has duties and powers under the Building Act 2004. The purpose of the Act is to enable Council to:

- carry out the functions of a building consent authority
- issue Project Information Memorandums, certificates of acceptance, and compliance schedules
- grant exemptions and waivers
- administer annual building warrants of fitness, and make decisions on building code of compliance and dangerous buildings

No significant negative effects have been identified in relation to the Council undertaking this activity.

WHERE ARE WE HEADED?

In July 2008 Council was accredited as a Building Consent Authority. This was the first of a number of new compliance requirements to be met under the Building Act 2004.

Following accreditation, the next requirement under the Building Act 2004 is for Council to introduce quality assurance policies, procedures and systems which will enable accreditation to be maintained.

In the longer term, we will also need to meet the National Qualification requirements for building inspectors. This will be spread over the next 10 years.

Council currently issues approximately 850 - 900 building consents each year. This level of activity is expected to increase slightly over the term of this Plan, along with the predicted increase in the number of dwellings in the area.

Compliance standards and associated quality control systems and staff training requirements under the new Building Act have increased, and these changes will have a significant impact on the Building Control activity.

In 2006, Council adopted a Policy on Dangerous, Insanitary and Earthquake Prone Buildings. This Policy is due for review by 2011.

HOW WILL WE GET THERE?

As compliance standards under the Building Act 2004 have been raised, resourcing will need to increase to maintain current service standards as well as quality assurance and meeting the National Qualification requirements for building inspectors. Other factors that will impact on resourcing are an expected increase in the number of new dwellings in the District over the next ten years and the consenting activity arising from the forecast Holcim Cement Plant.

Additional resourcing to provide improved information technology to meet quality assurance standards required by the 2004 Building Act is also being investigated and will be funded from within Council's IT budget.

PROJECT AND DESCRIPTION	YEAR
New Capital Works – No projects	
Renewals – No projects	
Operational	
Building Inspection Additional Resources	Ongoing
BCA Qualifications Process	2010/12

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Planned Performance Targets Yrs 4-10
Maintain registration as a Building Consent Authority and introduce Quality Assurance Systems as required by Building Accreditation Regulations.	Current accredited procedures maintained and Quality Assurance Systems worked on as part of 2 nd Phase Accreditation.	Maintain registration as an accredited authority including accreditation for introduced Quality Assurance Systems.	Maintain registration	Maintain registration and have staff of BCA qualified under National Qualification Standards as required by Building Act 2004	Maintain registration and have staff of BCA qualified under National Qualification Standards as required by Building Act 2004
Building consents are processed within statutory timeframes.	93% of building consents issued within statutory timeframe 2006/07	Efficient processing of building consents	95% done within 20 working days	Efficient processing of building consents	95% within 20 working days
Audit a proportion of local building annually to ensure compliance with Building Warrant of Fitness requirements.	20% of premises audited. High risk buildings (e.g. hotels), checked more than once every five years.	Auditing Building Warrant of Fitness premises	20% of public-use premises audited annually	Auditing Building Warrant of Fitness premises	20% of public-use premises audited annually

*While the Building Act 2004 states that building consents be processed within 20 working days, we aim to process 95% of consents in 20 working days. Using our current resources, this is a high target; to achieve 100% would require an unreasonably high increase in staff numbers and/or time

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

This activity is primarily people-based with a small amount of technical equipment that supports this function.

People

There are currently 5.6 FTE staff employed in the Building Consent Authority.

WHO PAYS FOR IT?

Building control is funded primarily through user charges and also by rates.

Rates are recovered from the District.

User charges are monitored on a regular basis, and any need for an increase in user charges would be advised in advance of the new charges coming into place.

Further information is contained in Council's Financing and Revenue Policy.

EMERGENCY SERVICES – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Civil Defence and Rural Fire are core activities of the Council. Council's role in emergency services includes developing contingency plans and maintaining a range of equipment for use in an emergency. A component of Emergency Services involves recruiting, training and managing a volunteer network.

Emergency Services key roles include:

- educating and raising public awareness to make sure our residents are prepared for emergencies;
- gathering strong volunteer teams;
- funding, delivering and coordinating training, and testing our response systems (such as running test emergency exercises);
- urban fire prevention administration and enforcement;
- compliance with the Ministry of Civil Defence National Plan and Regional Group Plan regarding Civil Defence; and
- compliance with National Rural Fire Authority guidelines regarding the Rural Fire Management Plan.

Council collaborates with other agencies such as the Otago Civil Defence Management Group, the National Rural Fire Authority and all other emergency response agencies. Collaboration with other participating authorities is essential to achieve the strength and expertise required to handle any natural or man-made disaster that could occur in our District.

Urban fire protection to Oamaru, Palmerston, Weston, Duntroon, Kurow, Otematata and Omarama is provided by the New Zealand Fire Service and this is not part of the Council's Rural Fire Activity, although there is liaison and cooperation between Rural and Urban Fire Services.

WHY ARE WE DOING IT?

Emergency Services contribute to the following community outcomes:

Waitaki people are safe and healthy: we work together to protect people and property.

Waitaki has strong and proud communities: we have strong, well-supported community groups and recognise and value our volunteers.

Council has statutory responsibilities and enforcement under the Civil Defence Act 2002, the Fire Service Act 1975 and various other acts and regulations to provide emergency services. Rural Fire and Civil Defence are core activities required through various Acts and regulations to ensure we can respond quickly and effectively to local emergencies.

No significant negative effects have been identified in relation to the Council undertaking this activity.

WHERE ARE WE HEADED?

Both Civil Defence and Rural Fire have experienced changes over the last few years and we expect this will continue in the future. Issues to be considered include:

- terrorism and bio security concerns
- closer working arrangements with other agencies, for natural hazard, technological and health related emergencies in both non-declared and declared events.
- compliance and audit standards are becoming increasingly stringent;
- the possibility that the Rural Fire function might move from having a local-level structure, to having a regional-level structure;
- investigate the possibility of a new community based civil defence headquarters with other community organisations sharing the facilities.

The number of volunteers available is expected to fall, which may result in issues with leadership, recruitment and retention. Other issues compounding this include the length of time and commitment required for training, and the inherent dangerous nature of fire-fighting. Payment of honorariums or the like may be required in the future.

Climate change may also have an impact during the life of this plan. Due to the dry nature of the District, rural fires are already prevalent, and the effects

of climate change on this risk need to be monitored. Government predictions are for higher temperatures – which would increase risk – and higher rainfall – which would reduce fire risk. Central government has recently indicated it favours planting more plantations which could increase the fire risk in the District.

Climate change is also predicted to increase the frequency and severity of heavy rain events – and therefore flooding.

HOW WILL WE GET THERE?

As an emergency response organisation, we are required to be reactive as well as pro-active. Emergency Services demands a high standard of assets and equipment, along with compliance standards and training. Plans are regularly reviewed and updated.

We strive to be as professional as the other emergency service agencies in our communities. This can only be achieved by maintaining a high level of service to the community.

Strategies to revolutionize the recruitment, training and retention of volunteers in Civil Defence and Rural Fire are required with ongoing volunteer support and reimbursement for out of pocket expenses to recognize the District volunteer contribution supporting urban and rural communities.

There is an emergency reserve fund set aside by Council for a disaster, which will allow this activity to continue to operate at a high level of service in an emergency situation. Insurance cover is available from the National Rural Fire fund, which, upon application, allows for the recovery of costs of a callout to a fire. This availability will assist in the continuation of quality services to the District. Council also belongs to a Local Authority Protection Plan which provides insurance for water and sewer pipe networks in the event of an emergency.

PROJECT AND DESCRIPTION	YEAR
New Capital Works	
Fire Station <ul style="list-style-type: none"> Yard Improvements Tanker Shelters 	2009/10 2009/10
Civil Defence HQ –Construction	2011/12
Renewals	
Rural Fire Vehicles	Ongoing
Fire Station	Ongoing
Operational – No Projects	

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

We combine with our volunteers, Council staff and other agencies to meet our emergency response obligations.

We are closely audited both locally and nationally, which provides us with confidence in our preparedness for real events.

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Planned Performance Targets Yrs 4-10
Emergencies are responded to in accordance with Regional Group Plan and legislation	Emergency events all responded to within 15 minutes	Response to emergency events	100% of responses within 15 minutes	Response to emergency events	100% of responses within 15 minutes
Promote rural fire awareness and prevention to the public	98% of fire permits responded to within two days	Response to requests for fire permits	100% of responses within 2 days	Response to requests for fire permits	100% of responses within 2 days
Maintain standards imposed by National Rural Fire Authority	Passed audit in September 2006	Pass audit by the National Rural Fire Authority	Maintain standards required by national body	Pass audit by the National Rural Fire Authority	Maintain standards required by national body
Customer satisfaction with level of service provided	Not previously recorded	Included in Residents Survey	70%	Included in Residents Survey	70%
Retain existing level of volunteer assistance for Rural Fire	80 volunteers	Number of volunteers/volunteer hours contributed to Emergency Services operations.	20% (96 volunteers)	Number of volunteers/volunteer hours contributed to Emergency Services operations.	40% (112 volunteers)
Recruit community volunteers for Civil Defence	19 volunteers	New volunteers for urban/rural sector posts/EOC	200% (57 volunteers)	New volunteers for urban/rural sector posts/EOC	400% (95 volunteers)

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

Our assets include:

- Various buildings including a central and sector headquarters, and six fire stations
- Communications systems including a radio network and mobile warning systems
- Vehicle fleet including fire engines, water tankers, fire trailers and mobile command posts
- Two weather stations
- A hazardous chemical response unit

People

At present there are three part-time rural deputy fire officers and two full-time rural fire officers. At least one new full-time staff member will need to be recruited within the life of this Plan, along with the continual recruitment of volunteers.

There are around 100 volunteers at the time of writing this Plan, predominately within Rural Fire and to a lesser extent in Civil Defence.

WHO PAYS FOR IT?

The Emergency Services activity is funded from cost recovery charges and rates. Rates are recovered from the District.

There is a subsidy available from central government which works on an annual review basis.

Over the term of this plan, recovery from user charges will increase.

Further information is contained in Council's Financing and Revenue Policy.

ENVIRONMENTAL HEALTH – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Council's Environmental Health Officers monitor and maintain public health and safety standards to protect the public from harm. The main tasks that make up this activity are:

- Annual licensing and inspection of registered food premises, under the Food Act 1981. There are currently 190 registered food premises.
- Licensing and inspection of liquor licensed premises, together with other duties under the Sale of Liquor Act 1989. There are currently 115 licensed premises.
- Annual registration of offensive trades, camping grounds, hairdressers, funeral directors and mortuaries and mobile shops, together with other duties under the Health Act 1956. There are currently 40 registered premises.
- Responding, investigating and reporting on noise nuisance complaints, together with other duties under the Resource Management Act 1991 and the District Plan. 280 complaints were investigated in 2007/08.
- Investigating and reporting on notifiable infectious diseases. 70 cases were reported and investigated in 2007/08.
- Investigation of health nuisances as defined under the Health Act 1956, including complaints of failed on-site effluent systems.
- Overseeing the monitoring programme for public drinking water supplies, and providing technical advice on individual water supply enquiries.
- A variety of other tasks required to carry out functions under statute or bylaws to protect and maintain public health.

WHY ARE WE DOING IT?

Environmental Health contributes to the following community outcomes:

Waitaki people are safe and healthy

Waitaki rivers and water are managed for the future

Waitaki has strong and proud communities

Council's Environmental Health activity is primarily aimed at the health and safety of the public. In particular, the protection of the public from water-borne or food-borne illness, unsanitary conditions, the abuse or misuse of alcohol, and the effects of excessive noise.

Council has statutory obligations under numerous statutes including the:

- Health Act 1956: territorial authorities have a duty under section 23 to "...improve, promote and protect the public health within its District".
- Sale of Liquor Act 1989: Council is the District Licensing Agency for the Waitaki District. The District Licensing Agency is required "...to establish a reasonable system of control of the sale and supply of Liquor to the public with the aim of contributing to the reduction of liquor abuse and to minimise alcohol related harm".
- Under the Food Act 1981: Council seeks to minimise and manage the risk to people arising from the production, processing and sale of food, and ensure that food is fit for human consumption.

No significant negative effects have been identified in relation to the Council undertaking this activity.

WHERE ARE WE HEADED?

The Government has signaled a review of some environmental health activities, which will affect the services we deliver and how they are delivered.

The New Zealand Food Safety Authority has been working on a comprehensive review of the New Zealand food sector called The Domestic Food Review. The Review has signaled that there needs to be legislative change and prior to the 2008 elections, Cabinet approved changes. A new Food Bill was expected to be introduced in 2008, but this did not happen. This change now needs to be reconfirmed by the new Government. As Activity Plans are prepared on the assumption that only legislation that has been passed and promulgated will be included in the forecasts, the forecast workload requirements of the proposed Bill have not been provided for. It is

worthwhile commenting however, that if the Food Act is passed, it would have a major impact on the Environmental Health section workload. It is the number of registered food premises needing to be inspected would increase by approximately 65% over a period of five years. There would also be a requirement for staff administering this new legislation to be accredited. Council would be the "first port of call" and consequently be required to provide advice and guidance as the legislation comes into effect over a period of years. Our estimate is that these changes would require an extra 2 Full-Time Equivalent staff.

There are also changes to the Health Act in progress, which will not change Council's activities significantly; except for a slight increase in monitoring activities. New activities such as skin piercing operations and beauticians will be regulated in the future.

New Drinking Water Standards came into effect through the Health (Drinking Water) Amendment Act 2007 regarding drinking water. This legislation requires increased monitoring of drinking water supplies to a higher standard, and will require additional support as Environmental Health Officers provide an oversight and audit role for water monitoring processes.

Council will review its Liquor Ban Bylaw in 2009/10 and the Gambling Venues Policy in 2010/11.

HOW WILL WE GET THERE?

If passed, the new Food Act will bring an increase in the number of registered food premises to be inspected, and will necessitate an increase in staffing. The new Drinking Water Standards will require increased monitoring of drinking water supplies to a higher standard, and may require additional support as Environmental Health Officers provide an oversight and audit role for water monitoring.

We will continue to provide an environmental health service in line with our statutory responsibilities and a 24 hours a day, 7 day a week noise control service.

There are no projects proposed for this activity.

Level of Service	Current Performance	Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Planned Performance Targets Yrs 4-10
Monitor existing food premises to ensure compliance.	83% of premises inspected 2007/8	Inspection of food registered premises annually	Full inspection annually of 100% of Category 1 premises (high risk, major food businesses). 50% of Category 2 and 3 premises inspected annually.	Inspection of food registered premises annually	Full inspection annually of 100% of Category 1 premises (high risk, major food businesses). 50% of Category 2 and 3 premises inspected annually.
Monitor existing liquor licensed premises to ensure compliance	99% of premises inspected 2007/8	Inspection of liquor licensed premises annually	95% of licensed premises to be inspected annually.	Inspection of liquor licensed premises annually	95%
Provide a prompt response to noise complaints.	97% of complaints investigated within one hour for 2007/8 (out of 280 complaints, 272 were responded to within 2 hours).	Response time for noise complaints	Respond within 1 hour of receiving complaint. 100% of incidents responded to within one hour of receiving complaint.	Response time for noise complaints	Respond within one hour 100% of incidents responded to within one hour of receiving complaint.

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

This activity is primarily people-based with no physical assets other than some specialised technical equipment.

People

There are currently 1.6 FTE staff employed on environmental health activities. No increase is scheduled for this activity unless, as earlier indicated, the Food Act is passed. Should legislation pass, Council would address this through an Annual Plan process.

WHO PAYS FOR IT?

Environmental health services are funded from a mix of user charges and rates. Rates are recovered from the District.

We will increase user charges for those activities that have a user charge component, for example, premises registered under the Health Act. To meet the increased legislative requirements, however, some increase in the contribution from rates funding will also be required.

Liquor licensing fees are currently set at the maximum rate under legislation.

For further information, see Council's Financing and Revenue Policy.

GROUP OVERVIEW – PARKS AND RECREATION

The Parks and Recreation group of activities includes the following:

- Gardens and Green Spaces
- Oamaru Public Gardens
- Lakes Camping
- Cemeteries
- Public Toilets
- Sports and Recreation
- Sportsfields
- Playgrounds
- Grants to sports and recreation providers
- Waitaki Aquatic Centre

These activities of Council contribute mainly to social and cultural wellbeing, and support community outcomes that are focused on providing healthy and safe communities, preserving our distinctive natural environment, and strong and proud communities. Many of these activities are discretionary to Council, but fall within a traditional area of local body activity.

In 2008 Council approved \$1.5M to upgrade the Waitaki Aquatic Centre. This will improve water and air quality at the centre and will increase the facility's energy efficiency. Attendance continues to grow, with annual increases forecast at 2% until 2011, and 1% thereafter. This reflects the forecast population information and the likelihood that Timaru will have built their aquatic centre in 2011/12. A hydroslide – funded from grants – is planned for 2012/13.

The Public Toilet Strategy was adopted by Council in 2003 and has been implemented over the past 6 years. This strategy will be reviewed and updated in the first 3 years of this plan, with upgrades identified from this. A budget of \$750,000 has been provided in the plan for toilet upgrades. Provision of public toilets is seen as an essential contribution to tourism.

Oamaru Gardens is recognised as a garden of significance and Council intends to maintain this status as well as enhance the facilities. A sum of \$50,000 per year has been allocated to maintain what is currently there and develop some new features, focusing particularly on heritage and educational features.

Provision of parks, sportsgrounds, and green spaces is integral to the Physical Activity Strategy adopted in 2007, and Council is mindful of issues around accessibility and ongoing sustainability – ensuring these spaces are maintained for the purpose used. A reserves review will be undertaken early on in the plan, and a sportsground strategy will also be developed. Council has accepted the recommendation in the Playground Strategy to increase the funding available by \$30,000 p.a. to improve the District's playgrounds, and is also working with the Waitaki District Youth Council to redevelop the Oamaru Skatepark.

Whitestone Contracting Stadium remains the centre of our sportsfield development with \$479,000 over 10 years set aside to continue development. This is sufficient to allow for gradual but small improvements. The sponsorship by Whitestone Contracting reduces the fees and charges to clubs using sportsfields. Council will work with users to fund raise for improvements which Council will maintain.

Council supports the Waitaki Recreation Centre through an annual grant of \$62,000. Council sees this facility as important to achieving outcomes in the Physical Activity Strategy. Two community swimming pools are also supported – in Kurow and Palmerston. This recognises the distance people living in these communities have to travel to use the Waitaki Aquatic Centre. An annual grant is made to Sport Otago to employ a District Sports Co-ordinator. For a small investment Council receives a dedicated position that assists with implementing a variety of Council strategies.

Meeting minimum health standards for water and effluent at the Waitaki lakes camps continues to be a challenge. \$250,000 has been provided for camps development at Sailors Cutting. Council has increased camping fees, to reduce the rate contribution to this service which provides considerable private benefit.

Detailed discussion on some of the issues from this Group of Activities can be found in the Overview and Executive Summary under the heading Development of Community Assets.

WAITAKI DISTRICT COUNCIL - PARKS AND RECREATION PROSPECTIVE ACTIVITY STATEMENT

Annual Plan 2008/09 \$(000)		2009/10 \$(000)	2010/11 \$(000)	2011/12 \$(000)	2012/13 \$(000)	2013/14 \$(000)	2014/15 \$(000)	2015/16 \$(000)	2016/17 \$(000)	2017/18 \$(000)	2018/19 \$(000)
	Operating Expenditure										
2,367	Gardens and Green Spaces	2,414	2,503	2,583	2,645	2,750	2,817	2,879	2,998	3,073	3,149
760	Sports and Recreation	829	861	912	904	939	959	984	1,023	1,047	1,071
1,142	Aquatic Centre	1,207	1,246	1,271	1,294	1,352	1,377	1,401	1,427	1,457	1,486
4,269	Total Operating Expenditure (1)	4,450	4,610	4,766	4,843	5,041	5,153	5,264	5,448	5,577	5,706
	Operating Revenue										
	<u>Activity Revenue</u>										
295	Gardens and Green Spaces	128	132	135	139	142	146	149	153	157	160
156	Sports and Recreation	264	254	278	306	314	320	375	383	392	458
434	Aquatic Centre	470	480	490	1,161	511	522	534	546	559	572
885		862	866	903	1,606	967	988	1,058	1,082	1,108	1,190
	<u>Rates Revenue</u>										
264	General Rates	289	311	322	337	335	348	356	376	393	410
179	District Services Rates	185	191	202	207	220	233	237	253	267	281
431	Uniform Annual General Charges	483	539	556	591	552	559	574	594	609	622
1,957	Ward Rates	2,064	2,208	2,267	2,331	2,429	2,487	2,553	2,631	2,698	2,767
344	Separate Activity Rates	317	334	373	345	363	375	337	353	364	319
3,175		3,338	3,583	3,720	3,811	3,899	4,002	4,057	4,207	4,331	4,399
4,060	Total Operating Revenue	4,200	4,449	4,623	5,417	4,866	4,990	5,115	5,289	5,439	5,589
(209)	Net Surplus (Deficit)	(250)	(161)	(143)	574	(175)	(163)	(149)	(159)	(138)	(117)
498	Remove Effect Depreciation Not Funded	420	382	382	382	409	409	409	438	438	438
289	Net "Cash" Surplus (Deficit)	170	221	239	956	234	246	260	279	300	321
	Capital and Resrves Funding Requirements										
	<u>New Capital</u>										
345	Gardens and Green Spaces	92	402	93	261	98	101	283	291	311	112
105	Sports and Recreation	140	389	341	165	91	104	95	344	101	103
10	Aquatic Centre	-	10	10	671	10	10	10	10	10	10
460		232	801	444	1,097	199	215	388	645	422	225
	<u>Renewals</u>										
-	Gardens and Green Spaces	-	-	-	-	-	-	-	-	-	-
-	Sports and Recreation	-	-	-	-	-	-	-	-	-	-
40	Aquatic Centre	45	47	48	49	51	52	54	55	57	58
40		45	47	48	49	51	52	54	55	57	58
-	Loan Payments	-	-	-	-	-	-	-	-	-	-
67	Transfers to Reserves	89	96	116	125	138	148	160	176	194	213
567		366	944	608	1,271	388	415	602	876	673	496
	Funded By:										
289	Net "Cash" Surplus (Deficit)	170	221	239	956	234	246	260	279	300	321
-	Capital Sales	-	-	-	-	-	-	-	-	-	-
-	Loans Raised	-	-	-	-	-	-	-	-	-	-
238	Transfer from Reserves	151	676	321	265	103	117	288	542	316	117
40	Renewal Funding From Depr. Reserves	45	47	48	50	51	52	54	55	57	58
567		366	944	608	1,271	388	415	602	876	673	496
665	(1) Specific Expenses Included Above	631	651	659	659	743	743	743	799	803	808
-	Depreciation	-	-	-	-	-	-	-	-	-	-
169	External Interest	131	124	159	149	153	159	147	148	148	148
	Internal Interest										

WAITAKI DISTRICT COUNCIL PARKS PROJECT SCHEDULE (\$'000 INCLUDING INFLATION)

Name	Funding (Sources Other Than	2009/10		2010/11		2011/12		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18		2018/19	
		Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd
Gardens and Green Spaces - New Capital																					
Oamaru Gardens	RMA	50	-	52	-	54	-	55	-	56	-	58	-	60	-	61	-	63	-	64	-
Ahuriri Reserves	RMA	12	8	12	8	13	9	13	9	14	9	14	9	14	9	15	10	15	10	15	10
Corriedale Reserves	RMA	7	4	7	4	7	4	8	5	8	5	8	5	8	5	9	5	9	5	9	5
Waihemo Reserves	RMA	12	8	12	8	13	9	13	9	13	8	14	9	14	9	15	10	15	10	15	10
Ohau Reserve Development Plan		6	6	6	6	6	6	7	7	7	7	7	7	7	7	7	7	8	8	9	9
Toilet Strategy Implementation	Loan	-	-	157	-	-	-	165	-	-	-	-	-	180	-	184	-	201	-	-	-
Cemetery Extension	Loan	5	5	156	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gardens and Green Spaces - Total New Capital		92	31	402	26	93	28	261	30	98	29	101	30	283	30	291	32	311	33	112	34
Sports and Recreation - New Capital																					
Whitestone Stadium Improvements		10	10	67	67	16	16	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Weston Irrigation	RMA	-	-	-	-	-	-	-	-	-	-	12	12	-	-	246	-	-	-	-	-
Centennial Irrigation	RMA	-	-	-	-	224	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Centennial Park Improvement	Grants / RMA	80	-	10	-	48	32	33	33	34	34	35	35	36	36	37	37	38	38	39	39
Other Sportsfield Improvements		20	20	21	21	21	21	99	99	22	22	22	22	23	23	24	24	25	25	26	26
Playground Strategy Implementation	RMA	30	-	31	-	32	-	33	-	35	-	35	-	36	-	37	-	38	-	38	-
Sailors Cutting Waste Disposal Upgrade	Loan	-	-	260	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sports and Recreation - Total New Capital		140	30	389	88	341	69	165	132	91	56	104	69	95	59	344	61	101	63	103	65
Aquatic Centre - New Capital																					
New Facility - Hydroslide	Grants	-	-	-	-	-	-	661	-	-	-	-	-	-	-	-	-	-	-	-	-
Aquatic Centre New Equipment		-	-	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Aquatic Centre - Total New Capital		-	-	10	10	10	10	671	10	10	10	10	10	10	10	10	10	10	10	10	10
Aquatic Centre Plant Renewals		45	-	47	-	48	-	49	-	51	-	52	-	54	-	55	-	57	-	58	-

WAITAKI AQUATIC CENTRE – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

The Waitaki Aquatic Centre:

- provides a facility for health, leisure recreation and sport
- provides customer-driven, cost-effective educational and recreational programmes and events
- ensures that the public has access to the facility 86 hours per week

The Centre works hard to ensure that it offers entry prices consistent with the market, maintains a high standard of presentation and cleanliness, and provides excellent customer service.

Centre admission numbers are currently around 137,000 per annum.

The facility supports those people within our community with disabilities, and supports people with disadvantages who may not have the opportunity to participate in recreational activities elsewhere. To enable this to happen, the Centre offers discounted admissions, special programmes and events, and equipment to ensure easy access to changing facilities and the pool.

The Council also supports community pools in Palmerston and Kurow, and provides advice to community pool owners.

WHY ARE WE DOING IT?

The Centre contributes to the following community outcomes:

Waitaki people are safe and healthy: we have active, healthy lifestyles supported by easy access to a wide variety of physical recreation and health education.

The Waitaki Aquatic Centre is a discretionary activity.

Health problems associated with poor exercise habits are a national concern. There is much public education underway to increase exercise, and this needs to be complimented by well-managed fitness and leisure facilities.

The Council provides the Waitaki Aquatic Centre because a greater participation in sport, recreation and leisure activities improves the health (including mental health) of residents and visitors to the Waitaki District. This activity also helps to maintain the quality of life of community members.

Council has not found any significant negative effect that the Aquatic Centre may have on the well being of the community; however, it is acknowledged that the Centre is a major user of water and power. The Council will ensure that this facility continually reviews its operations to look for ways to reduce its environmental impact.

WHERE ARE WE HEADED?

Nationally, there is an emphasis on creating opportunities for communities to become more involved in recreation and leisure experiences.

An emphasis on increased physical exercise and access to recreational facilities nationwide is also driven by organisations such as the New Zealand Recreation Association, SPARC, Water Safety New Zealand Ltd, Swimming New Zealand, and health authorities with programmes such as Green Prescription and Swim for Life.

National trends also suggest aquatic facilities are becoming more than 'just a swimming pool'. Complementary services include cafés, gymnasiums, saunas, private spas, massage and beauty services. There may be opportunities for the Centre to provide these services in partnership with existing providers within the Waitaki community.

Over the next 10 years, the Centre aims to increase its customer numbers and the diversity of customers using the facilities.

It is estimated that growth in attendance numbers will continue at a rate of 2% per annum, until 2011 when a leveling off in admission growth will occur and figures will increase by 1% per annum. This is largely due to the size of our community. The development of an Aquatic Centre in Timaru is also likely to impact on admission numbers.

HOW WILL WE GET THERE?

The Centre is constantly assessing services it offers compared against customer requirements, national standards or best practice, national trends and customer satisfaction.

The facility has been accredited as a PoolSafe Facility, and Council intends to maintain this accreditation in future years.

We will continue to enhance facilities with the aim of achieving our desired growth rate and increased patronage. A hydroslide is planned for 2012/13.

We will provide further programmes and services to enable those with health concerns to participate in well-run, appropriate activities.

School pool closures increase schools' reliance on the Centre to satisfy the 'aquatic' component of their curriculum. We currently offer swim lessons and water safety programmes, as well as the opportunity to hire qualified instructors. We will develop these programmes as the Ministry of Education define their expectations and outcomes.

We plan to increase the profile of the Waitaki Aquatic Centre facilities, develop and market existing and additional services and programmes, and minimise downtime, to help ensure increased future patronage.

PROJECT AND DESCRIPTION	YEAR
New Capital Works	
Hydroslide – this project is estimated at \$600,000 to be funded by external grants	2012/13
New Equipment	Start 2011 Ongoing
Renewals	
Plant Renewals	Ongoing
Operational – No Projects	

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Level of Service	Current Performance	Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Planned Performance Targets Yrs 4-10
User patronage is high and increasing	136,850 2007/08	Annual visits (Measured by door counts)	135,300 2009/10 target Increase of 2% per annum thereafter.	Annual visits (Measured by door counts)	Increase of 1% per annum from 2012/2013
User/visitor satisfaction with the Waitaki Aquatic Centre	88%	User/visitor satisfaction with the Waitaki Aquatic Centre	85%	User/visitor satisfaction with the Waitaki Aquatic Centre	85%
The Waitaki Aquatic Centre is appropriate for its intended use, and healthy and safe for users and staff	PoolSafe Facility	Obtain National Accreditation (Assessed by PoolSafe external assessment)	Re-accreditation	Obtain National Accreditation (Assessed by PoolSafe external assessment)	Re-accreditation

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

The Waitaki Aquatic Centre is located at Steward Street, Oamaru, and is situated on the eastern side of Takaro Park. Facilities include:

- a 25-metre, 8 lane swimming pool, with diving facility and slide
- a children's/learners' pool
- a spa pool
- a retail facility that sells swimwear and swimming equipment, and has a canteen

People

We have 12 full-time equivalent staff members. This comprises of a full-time Aquatic Services Manager, and approximately 25 other staff members (who hold positions such as swim teachers, fitness instructors, and lifeguards).

WHO PAYS FOR IT?

The Waitaki Aquatic Centre activity is funded predominantly by user charges, and from rates.

It is the Council's intention to increase the revenue received from users by 2% per annum for each of the next ten years.

This year-on-year increase is based on Council's expectation that continued active marketing and provision of high quality services will lead to further increases in attendance and therefore revenue. There will be some increases in fees and charges over the life of this plan to keep in line with market rates and increased costs.

Further information is contained in Council's Financing and Revenue Policy.

GARDENS AND GREEN SPACES – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Council's goal for our garden and green space activity is to provide sufficient public open space to protect and enhance the environment, to allow for a range of leisure activities, and to cater for the District's demand for cemeteries and public toilets.

Council provides:

- neighbourhood parks, open space reserves and public gardens;
- town beautification plantings and street trees
- cemeteries that create an attractive, peaceful and respectful atmosphere for the memorial and remembrance of the deceased
- public toilets for use throughout the District
- remote camping facilities that enable remote camping experience for our District and visitors

WHY ARE WE DOING IT?

Gardens and Green Spaces contribute to the following community outcomes:

Waitaki people are safe and healthy: we have active, healthy lifestyles supported by easy access to a wide variety of physical recreation and health education

Waitaki's distinctive natural environment is valued and protected.

Waitaki's unique culture and heritage are preserved and celebrated

Waitaki has a diverse, sustainable and growing economy: our cultural and natural heritage and landscapes contribute significantly to economic diversity and successes.

Council is involved in providing and caring for public green spaces and landscape amenities to enhance the local environment and provide leisure and recreation opportunities for our community.

Council has statutory responsibilities to administer reserves under the Local Government Act 2002 (LGA) and the Reserves Act 1977. We also have statutory responsibilities to provide certain types of public spaces. Council must provide cemeteries for the District under the Burials and Cremation Act 1964 (and amendments).

Providing public toilets is discretionary under the LGA and Council provides facilities for public health reasons.

The provision of gardens and public toilets are an important contribution to the tourism industry. There is also an expectation that Council will continue to maintain public gardens, with the Oamaru Public Gardens being a key attraction which forms part of the town's identity. Nationally, there is an increasing emphasis on physical activity and healthy lifestyles and the provision of parks and camping grounds provides people with areas for passive recreation.

Council manages nine remote camping facilities adjacent to the Waitaki Lakes. Five of these camp grounds are in Land Information NZ (Crown) ownership and under license to Waitaki District Council to manage for the purpose of camping.

No significant negative effects have been identified in relation to the Council undertaking this activity.

WHERE ARE WE HEADED?

Council's long term vision for this activity is to maintain and gradually improve the quality of our parks, gardens, street trees, cemeteries, toilets and camping areas over the next ten years.

We will progressively improve the presentation of the Oamaru Public Gardens and retain status as a Garden of Significance. Our vision is to make the Gardens more accessible and to strengthen links with the community. We will continue to enhance cultural and heritage features of the Gardens and provide educational opportunities.

We will provide suitably located parks and reserves to ensure easy access to all residential areas and to maintain an adequate standard for the intended purpose.

Over the next ten years, Council sees a need to identify ways to make parks, cemeteries, toilets and camping grounds more sustainable, for example, through appropriate plantings and maintenance regimes.

A review of the Public Toilet strategy is to be undertaken in the near future to revise toilet provision across the District. It is likely that this strategy will identify the need for some toilets to be upgraded.

As the population ages, the annual rate of burials is expected to increase. There will continue to be demand for a range of burial options, such as burial and cremation, however cremation is expected to become increasingly popular. There is adequate cemetery land set aside across the District to meet future demands.

We will keep our camp grounds at a basic level, with increased maintenance of existing amenity tree plantings. Improvements to water supplies and effluent treatment systems are also required. Council is reviewing future management options for camp grounds and has a long term objective of making camp grounds self funding which is set out in Council's Revenue and Finance Policy. Council is also working towards strengthening relationships with the other organisations responsible for lakes infrastructure management, and focusing on a unified management strategy for camping in the Waitaki Lakes.

HOW WILL WE GET THERE?

We will meet our vision for this activity by:

- Carrying out valuations every 3 years and depreciating the majority of our assets so that they can be replaced at the end of their useful life.

- Developing a master plan for the Oamaru Public Gardens and development of guidelines to ensure we responsibly manage developments as well as conserve the historic significance of the Gardens to meet the demands of the future.
- Establishing a programme for the strategic acquisition and disposal of reserves which will ensure that green spaces are developed in locations which meet community needs. A review of existing holdings will also be undertaken in the future to see if the location of parks matches areas of demand in terms of future population distribution.
- Considering sustainable options when carrying out renewals within Parks and Reserves.
- Clearly defining work through formal Parks and Reserves contracts and monitoring performance.
- Reviewing and adjusting service levels to meet the needs of the community.

We will continue to regularly review information about the demand for cemeteries to manage the cemetery network and provide for this demand.

We will continue a programme of tree planting, and vegetation management in camp grounds, and develop improved water and sanitation arrangements. Camping fees will be subject to annual increases.

Council will review the current Public Toilet strategy so that the provision of toilets is better matched to current and future demand for these facilities.

A District wide tree strategy will also be developed in consultation with the community which will assist Council to maintain and enhance our environment for current and future generations.

PROJECT AND DESCRIPTION	YEAR
New Capital Works	
Oamaru Gardens	Ongoing
Reserves <ul style="list-style-type: none"> Ahuriri Corriedale Waihemo Ohau Development Plan 	Ongoing Ongoing Ongoing Ongoing
Toilet Strategy Implementation	2011, 2013, 2017, 2018
Cemetery <ul style="list-style-type: none"> Extension 	2009/11
Renewals – No Projects	
Operational	
Maintenance <ul style="list-style-type: none"> Memorial Oak Memorials 	Ongoing Ongoing
Street Trees	Ongoing

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Council aims to provide a high quality experience for users of our gardens and green spaces. We have set the following service standards:

- maintain or extend the total area used for public gardens and maintain Oamaru Public Gardens in a state that they are recognised as a Garden of Significance.
- maintain sufficient public open space for the use and enjoyment of the community. Typically, this means having no more than a one kilometre walk from homes in our residential areas to the nearest public space.
- ensure that adequate cemetery land is available in perpetuity to meet demand and the District's funeral directors are satisfied with cemeteries.
- adequate number of Street and Park trees are maintained to enhance our parks and streetscapes.
- camp grounds are open for use during the camping season.
- sufficient public toilets are provided to allow for convenient use. This requires facilities in major shopping areas, at major sporting venues, in all townships with populations exceeding 300 people. Toilets will be clean and damage such as graffiti or vandalism will be addressed within 24 hours.

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4 - 10	Planned Performance Targets Yrs 4 - 10
Garden and Green Spaces					
Sufficient public open space is provided for the use and enjoyment of the community	90%	% of residential properties within 1km of a public open space	90%	% of residential properties within 1km of a public open space	95%
Parks and associated facilities provide a high quality experience for users	94%	Customer satisfaction with the quality of the District's local and neighbourhood reserves	> 90%	Customer satisfaction with the quality of the District's local and neighbourhood reserves	> 90%
Operations and management procedures shall comply with relevant NZ Standards and Legislation	95%	Comply with relevant NZ Standards and Legislation	100%	Comply with relevant NZ Standards and Legislation	100%
The Gardens maintain status as "Garden of Significance" (Assessed every 3 years by New Zealand Gardens Trust)	Endorsement by the NZGT as a "Garden of Significance"	NZGT Endorsement	Maintain endorsement by the NZGT as a "Garden of Significance"	NZGT Endorsement	Maintain endorsement by the NZGT as a "Garden of National Significance"
Adequate numbers of trees are maintained to enhance parks and the streetscape	Declining	Number of trees in urban areas	No reduction	Number of trees in urban areas	2% increase per year
Sufficient length of walking/biking tracks provided for recreational enjoyment	Not currently measured	Length of walking/biking tracks provided for recreational enjoyment	Determine the length of tracks as a benchmark in first three years	Length of walking/biking tracks provided for recreational enjoyment	Extend the length of tracks (determined in 2012) in accordance with available funding
Cemeteries					
Adequate land is available in perpetuity to meet the District's demand	Adequate land is available	Sufficient land is available for burials and ash interments determined by a review of cemetery capacity undertaken every 5 years	Review of cemetery capacity completed	Sufficient land is available for burials and ash interments determined by a review of cemetery capacity undertaken every 5 years	Review of cemetery capacity completed

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4 - 10	Planned Performance Targets Yrs 4 -10
Cemeteries and associated facilities and operations provide a sympathetic and high quality service	Not currently measured	Funeral Director satisfaction with the quality of service for the District's cemeteries	> 90%	Funeral Director satisfaction with the quality of service for the District's cemeteries	> 90%
Public Toilets					
Sufficient public toilets are provided to allow for convenient use	Not currently measured	Number and location of public toilets	Toilets are provided in central Oamaru, at major sporting venues, in all townships of population greater than 300 people	Number and location of public toilets	Toilets are provided in central Oamaru, at major sporting venues, in all townships of population greater than 300 people
Public Toilets provide a clean and reliable facility for users	67% customer satisfaction in 2008	Customer satisfaction with the quality of the District's public toilets	> 70%	Customer satisfaction with the quality of the District's public toilets	> 70%
Camping Grounds					
Campgrounds and associated facilities provide a high quality experience for users	Not currently measured	User satisfaction with the quality of the Waitaki Lakes Camp Grounds	>70%	User satisfaction with the quality of the Waitaki Lakes Camp Grounds	>70%

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

Our current assets are:

- Oamaru Public Gardens – 13 hectares of developed garden.
- 197 hectares of maintained parks and reserves containing gardens (and street gardens), grassed areas, specimen trees, park furniture, footpaths, and buildings.

- 12 open cemeteries located at Duntroon, Hampden, Herbert, Kurow, Livingstone, Macraes, Maheno, Ngapara, Oamaru x 2, Omarama and Palmerston.
- 9 camp grounds adjoining Lakes Ohau, Middleton, Benmore and Aviemore, with associated infrastructure (includes toilets, water supplies, and roads).
- 21 public toilets
- 1,070 Oamaru Street trees

People

Council employs 2 full-time equivalent staff who are responsible for the management of sport and recreation and gardens and green spaces. Council has a management contract for the maintenance of Gardens and Green Spaces, which will be reviewed in 2 years.

WHO PAYS FOR IT?

The Gardens and Green Spaces activity is funded from a mix of user charges and rates but there are number of different funding policies for the components of this activity. The Oamaru Public Gardens are funded from rates across the District.

Ward parks and reserves are recovered from each respective ward.

Over the term of this Plan recovery from user charges is planned to increase to fund camp grounds on a cost-neutral.

Further information is contained in Council's Financing and Revenue Policy.

SPORT AND RECREATION – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Council provides quality sports surfaces and playgrounds that cater for a range of activities and abilities. Council provides:

- Sports facilities that provide a venue to all the major sportsfield based activities and other recreation activities.
- Playgrounds that are safe, inclusive and accessible.
- Grants to community organisations that provide sport and recreation opportunities to the community.
- A network of walking and cycling tracks.

Council currently provides and maintains 18 sports parks covering 62 hectares and 21 playgrounds throughout the District.

WHY ARE WE DOING IT?

Sport and Recreation contributes to the following community outcomes:

Waitaki people are safe and healthy: we have active, healthy lifestyles supported by easy access to a wide variety of physical recreation and health education

Waitaki has strong and proud communities.

Waitaki's unique culture and heritage are preserved and celebrated

The provision of Sport and Recreation facilities is discretionary. Many facilities utilise reserves that Council has a statutory responsibility to administer under the Local Government Act 2002 and the Reserves Act 1977. Council's sport and recreation facilities enhance the environment and provide leisure and recreation opportunities for all our communities. There is an increasing national emphasis on healthy and active lifestyles and the provision of sport and recreation facilities supports people to be active. Council adopted a Physical Activity Strategy and a Walking and Cycling Strategy in 2007, both of which encourage activity and sustainable transport.

No significant negative effects have been identified in relation to Council undertaking this activity.

WHERE ARE WE HEADED?

Council's vision is to continue to maintain and improve sports field and playground facilities in an affordable and sustainable manner.

Council will develop a Sports Field Strategy to identify how sports fields will be used and developed, taking into account the demand for facilities and trends. Council's intention is to provide adequate sports fields to meet current and future needs. There is currently a trend for sports fields to be increasingly used for informal activities and for a variety of uses and less for organised mainstream sports which will need to be taken into account. Another factor that will need to be considered is the need to provide recreation opportunities to cater for an increasing number of older people in the future.

Maintenance standards will be linked to the nature and level of usage by sports groups and other users. Whitestone Contracting Stadium will continue to be maintained as the District's premier sports field.

There is currently a high level of liaison between Council and users of sports fields, and Council will maintain and develop its relationships with users of these facilities.

Council developed a Draft Playground Strategy in 2008 which identifies the need to replace play equipment with more modern equipment in some playgrounds and make improvements to the environment surrounding some play areas. The strategy also identifies some additional playgrounds which need to be developed where there are currently inadequate playgrounds in proportion to the number of residents. Council will maintain and develop its playgrounds to comply with safety standards.

Alongside the development of the Playground Strategy, Council is also supporting the enhancement of the Oamaru skatepark to provide more

challenging areas for advanced skaters. This project will provide an improved teen recreation area for the District.

The Physical Activity Strategy identified a number of improvements that could be made to sport and recreation facilities. Council has an existing Recreation Strategy which was adopted in 1997. This strategy will be reviewed by 2011 with reference to the Physical Activity Strategy, Playground Strategy and Sports Field Strategy.

The Walking and Cycling Strategy combines recreation and active transport (see the Roothing Summary Activity Management Plan in this Volume). This will continue to be implemented with external funding being sought for projects.

HOW WILL WE GET THERE?

Council will implement a booking system for sports fields which will provide a better picture of actual usage of these facilities. A review of sport and recreation facilities will be carried out following this which will identify current demand for facilities and assist with future development priorities.

The cost of sports field use to clubs is currently met through sponsorship from Whitestone Contracting Limited. If this sponsorship were to be withdrawn at some time in the future, funding arrangements would need to be reconsidered.

Council has set aside funding (on an annual basis) to improve playground facilities throughout the District and implement the improvements identified as being needed in the Playground Strategy.

Play equipment and safety surfaces are regularly inspected as part of the Parks and Reserves Maintenance Contract, to ensure safety and help establish maintenance priorities.

Independent professional auditing is undertaken every three years to assess contractor performance, and to assist with management and future development.

Council's objectives regarding playgrounds are set out in the Playground Strategy. These are that:

- play equipment will be renewed when it reaches the end of its useful life;
- safety surfacing will be renewed when it reaches the end of its useful life or removed if the associated play item is removed.
- new playgrounds will be developed in areas where planning indicates there is a need
- playgrounds will be developed and maintained to NZ safety standards.

Council's first priority in the Strategy is to provide base equipment to the required playgrounds to include accessible opportunities for swinging, sliding, climbing and rocking or rotating. Expenditure will be prioritised to destination playgrounds: Oamaru Gardens (existing playground) and Oamaru Harbour (new Playground).

The enhancement of the Oamaru Skatepark, in partnership with the Waitaki District Youth Council, will be completed in 2009/2010. The skatepark will be redeveloped to provide additional spaces for more advanced skaters.

Council will continue providing an annual grant to Sport Otago to employ a District Sports Co-ordinator.

PROJECT AND DESCRIPTION	YEAR
New Capital Works	
Improvements <ul style="list-style-type: none"> • Whitestone Stadium • Centennial Park • Other Sportsfields 	2009/12 Ongoing Ongoing
Irrigation <ul style="list-style-type: none"> • Weston • Centennial Park 	2014/16 2011/12
Playground Strategy Implementation	Ongoing
Camp Group Upgrade – Sailor Cutting Waste	2010/11
Renewals – No Projects	
Operational	
Sportsfield Strategy	2009/10

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4 - 10	Planned Performance Targets Yrs 4 -10
Provide playgrounds and sportsgrounds in safe condition	31.5% No events called off due to sportsgrounds being unsafe	Proportion of playgrounds compliance with NZ Safety Standards Number of events called off due to sportsgrounds being unsafe	50% No events called off due to sportsgrounds being unsafe	Proportion of playgrounds compliance with NZ Safety Standards Number of events called off due to sportsgrounds being unsafe	70% No events called off due to sportsgrounds being unsafe
Playgrounds are conveniently located for users	Not measured	Proportion of Communities >250 residents have playgrounds Proportion of Oamaru residents within 500m of a playground (includes school facilities)	100% 70%	Proportion of Communities >250 residents have playgrounds Proportion of Oamaru residents within 500m of a playground (includes school facilities)	100% 80%
Maintain Centennial Park in a condition to host regional sporting events	Venue is used for regional sporting events no booking system in place	Number of sporting events hosted	Venue is used for 3 regional, and 2 national sporting events	Number of sporting events hosted	Venue is used for 3 regional, 2 national and 1 international sporting events

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

- There are 62 hectares of Sports Parks
- We have 18 sports fields, which may also contain gardens, non-sport grassed areas, specimen trees, park furniture, car parks, roads, paths and buildings.
- There are 21 playgrounds in the District containing 72 items of play equipment and 70 safety surfacing areas.

People

Council employs 2 full-time equivalent staff who are responsible for the management of sport and recreation and gardens and green spaces. Council has a management contract for the maintenance of sports fields and play areas, which will be reviewed in 2 years.

WHO PAYS FOR IT?

The Sports and Recreation activity is funded from user charges and rates. Over the past year the 5% recovery on sportsfield use from user charges has been subsidised with sponsorship from Whitestone Contracting Limited. Playgrounds are funded through rates and financial contributions. Further information is contained in Council's Financing and Revenue Policy.

GROUP OVERVIEW – ARTS, HERITAGE AND COMMUNITY

The Arts, Heritage and Community group of activities includes the following:

- Gallery and Museum
- Libraries
- Community Development and Grants
- Opera House
- Community Buildings

This Group of Activities has experienced significant growth since the adoption of the 2006/16 Waitaki Community Plan, and its direction is still heavily influenced by the Culture and Heritage Strategy adopted by Council in 2005. Council's desire to be more proactive in this area is reflected in the Opera House restoration and redevelopment in 2007/08 to become a state-of-the-art performing arts and conference venue. Council's commitment in this area is limited only by issues of ratepayer affordability.

These activities of Council contribute mainly to social and cultural wellbeing, and support community outcomes that are focused on preserving our culture and heritage, providing healthy and safe communities, ensuring access to a range of community facilities, and supporting life-long learning. Many of the activities in this group are discretionary to Council. In most activities service levels are expected to remain the same, however Council has reduced its involvement in Community Development, and has cut service levels in this area.

As the newest activity of Council, the Opera House service levels are still being determined. This activity will strike a balance between commercial and community and will be funded 50% from fees and charges, thus minimising the financial impact on the ratepayer.

The Forrester Gallery redevelopment has been "on the Council books" for almost 10 years, and is scheduled for 2009/10. It includes the installation of a lift, and an increase in storage and exhibition space.

The Library and Museum redevelopments are planned for the 2011/12 years which includes an upgrade to the archive, reflecting² the legislative requirement through the Public Records Act that Council archives are stored

appropriately and made accessible to the public. The current archive is almost full and is not meeting archive standards.

These redevelopments of our cultural facilities are recommended in the Culture and Heritage Strategy, which was adopted by Council in 2005.

Council will continue with Community Housing services, and will work in partnership with the Government to upgrade our housing units.

Funding for capital redevelopment in this group is expected to come from a mixture of property sales, reserves, and grants and loans, with no funding from rates.

Council has not found any significant negative effects that this group of activities may have on the social, economic, environmental or cultural wellbeing of the community.

The following summary activity management plans outline intended changes in service levels for the activities within this group. Some upgrade projects will include renewals. In such cases, the renewal funding is not shown in the project tables and is detailed in the renewal schedule in the Forecast Financial Statements.

Funding for operations and projects in this group will come from rates and user fees, as stated in the financing and revenue policies detailed in Volume Two.

A detailed discussion on the key issues from this group of activities is included in the Overview and Executive Summary under the heading Development of Community Assets.

ASSUMPTIONS FOR LARGE PROJECTS

1. Gallery Redevelopment (2009/10)
Based on a McCoy Wixon architects design updated in 2008 with cost estimates provided by Chas E George, Quantity Surveyors. Funding is required from external grant sources and fundraising for this project to proceed.
2. Museum and Library Redevelopment (2011/12)
Council's estimate for these projects is based on experience with other large scale redevelopment projects. No detailed plans have been prepared. This project reflects an intention rather than a detailed proposal. Funding is required mainly from external grant sources for this project to proceed, with some local fundraising mainly to demonstrate local community support for this project. The impact on operating costs for these activities has not yet been assessed.

WAITAKI DISTRICT COUNCIL - ARTS, HERITAGE AND COMMUNITY PROSPECTIVE ACTIVITY STATEMENT

Annual Plan 2008/09 \$(000)		2009/10 \$(000)	2010/11 \$(000)	2011/12 \$(000)	2012/13 \$(000)	2013/14 \$(000)	2014/15 \$(000)	2015/16 \$(000)	2016/17 \$(000)	2017/18 \$(000)	2018/19 \$(000)
	Operating Expenditure										
808	Galleries and Museums	852	891	1,023	1,064	1,077	1,032	1,055	1,079	1,120	1,164
1,028	Libraries	1,080	1,110	1,131	1,151	1,173	1,196	1,219	1,243	1,271	1,300
340	Community Development and Grants	558	533	539	545	551	556	563	569	575	583
696	Opera House	681	701	711	720	742	751	761	784	796	808
633	Community Buildings	599	652	664	908	981	992	1,003	1,080	1,093	1,104
3,505	Total Operating Expenditure (1)	3,770	3,887	4,068	4,388	4,524	4,527	4,601	4,755	4,855	4,959
	Operating Revenue										
	<u>Activity Revenue</u>										
69	Galleries and Museums	3,275	77	7,540	106	80	139	112	114	274	87
66	Libraries	61	61	61	61	61	61	61	61	61	61
127	Community Development and Grants	286	287	288	289	289	290	290	291	292	292
200	Opera House	147	334	148	148	149	149	150	151	151	152
396	Community Buildings	437	449	2,380	474	487	501	515	529	544	559
858		4,206	1,208	10,417	1,078	1,066	1,140	1,128	1,146	1,322	1,151
	<u>Rates Revenue</u>										
69	General Rates	29	55	56	146	187	188	191	234	236	238
-	District Services Rates	117	124	121	305	321	318	314	331	329	326
96	Uniform Annual General Charges	106	113	118	122	127	132	137	142	148	154
2,070	Ward Rates	2,226	2,288	2,379	2,443	2,494	2,547	2,600	2,667	2,800	2,851
337	Separate Activity Rates	350	362	374	382	394	401	408	422	438	446
2,572		2,828	2,942	3,048	3,398	3,523	3,586	3,650	3,796	3,951	4,015
3,430	Total Operating Revenue	7,034	4,150	13,465	4,476	4,589	4,726	4,778	4,942	5,273	5,166
(75)	Net Surplus (Deficit)	3,264	263	9,397	88	65	199	177	187	418	207
-	Remove Effect Depreciation Not Funded	-	-	-	-	-	-	-	-	-	-
(75)	Net "Cash" Surplus (Deficit)	3,264	263	9,397	88	65	199	177	187	418	207
	Capital and Reserves Funding Requirements										
	<u>New Capital</u>										
4	Libraries, Gallery and Museum	3,949	92	8,537	37	9	67	39	40	261	74
-	Opera House	5	192	5	5	6	6	6	6	6	6
1	Community Buildings	-	-	3,838	-	-	-	-	-	-	-
5	All Activities	3,954	284	12,380	42	15	73	45	46	267	80
	<u>Renewals</u>										
105	Libraries, Gallery and Museum	105	105	105	105	105	105	105	105	105	105
277	Community Buildings	128	217	156	116	107	81	83	116	119	90
382		233	322	261	221	212	186	188	221	224	195
3	Loan Payments	3	3	3	3	2	2	1	-	-	-
92	Transfers to Reserves	146	135	139	185	192	200	208	217	227	203
482		4,336	744	12,783	451	421	461	442	484	718	478
	Funded By:										
(75)	Net "Cash" Surplus (Deficit)	3,264	263	9,397	88	65	199	177	187	418	207
175	Transfer from Reserves	819	86	3,135	152	154	86	86	86	86	86
382	Renewal Funding From Depr. Reserves	253	395	251	211	202	176	179	211	214	185
482		4,336	744	12,783	451	421	461	442	484	718	478
	(1) Specific Expenses Included Above										
828	Depreciation	849	917	917	1,005	1,080	1,080	1,080	1,158	1,158	1,158
1	External Interest	1	1	-	-	-	-	-	-	-	-
75	Internal Interest	61	57	54	193	186	179	170	161	152	143

WAITAKI DISTRICT COUNCIL ARTS, HERITAGE AND HERITAGE PROJECT SCHEDULE (\$'000 INCLUDING INFLATION)

Name	Funding (Sources Other Than Rates*)	2009/10		2010/11		2011/12		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18		2018/19	
		Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd
Library, Gallery, and Museum - New Capital																					
Library New Items	Grants & Other	5	5	5	5	5	5	5	5	5	5	5	5	5	5	6	6	6	6	6	6
Archive Storage Construction Fit-out		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Museum / Library Redevelopment		-	-	-	-	5,511	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Museum Education Sapce Fit-out		-	-	-	-	213	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Museum Long-term Exhibition Space		-	-	-	-	2,772	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Museum Temporary Exhibition Space		-	-	-	-	32	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Art Works		4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Gallery Existing storage upgrade	Grants / Depr	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gallery Existing lighting upgrade	Depr.	20	10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gallery Redevelopment	Various / Res	3,900	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gallery Existing Space fit-out	Depr.	-	-	83	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gallery Education Space fit-out	Grant	-	-	-	-	-	-	28	-	-	-	-	-	-	-	-	-	-	-	-	-
Gallery New painting store fit-out	Grant	-	-	-	-	-	-	-	-	-	58	-	-	-	-	-	-	-	-	-	-
Gallery Courtyard Artwork	Grant	-	-	-	-	-	-	-	-	-	-	-	30	-	-	-	-	-	-	-	-
Gallery Front of Gallery Artwork	Grant	-	-	-	-	-	-	-	-	-	-	-	-	-	30	-	-	-	-	-	-
Gallery Artist	Grant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	251	63	64	64
Library, Gallery, and Museum - Total New Capital		3,949	19	92	9	8,537	9	37	9	9	9	67	9	39	9	40	10	261	73	74	74
Library, Gallery, and Museum - Renewals																					
Library Book Renewals	Depr.	105	10	105	10	105	10	105	10	105	10	105	10	105	10	105	10	105	10	105	10
Oamaru Opera House - New Capital																					
Opera House Development	Grant	5	5	5	5	5	5	6	6	6	6	6	6	6	6	6	6	6	6	6	6
Opera House Exterior Upgrade		-	-	187	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Oamaru Opera House - Total New Capital		5	5	192	5	5	5	6	6	6	6	6	6	6	6	6	6	6	6	6	6
Community Buildings - New Capital																					
Community Housing Replacement Units	Grant / Loan	-	-	-	-	3,838	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community Buildings - Renewals																					
Community Centres and Halls	Depr.	128	-	217	-	156	-	116	-	107	-	81	-	83	-	116	-	119	-	90	-

COMMUNITY BUILDINGS – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Council owns and maintains a range of properties. These properties help us to support community development, provide social housing, and provide buildings for community activities. Some properties also provide Council with revenue that it uses to encourage the economic growth and development of the District.

Council properties include:

- **Community housing** (108 housing units) with a primary focus on 60+ year old residents with limited income and assets, or any other identifiable need for social housing.
- **26 halls** for hire and community activities. These are independently managed by local community committees.
- **Community House**, which is leased to a Community Trust Board as a meeting place and service centre for several community groups.
- **Operational buildings**. These buildings are provided by Council for administration and customer service centres (for example, Forrester Gallery, the Oamaru Library, the North Otago Museum, and the Opera House).
- **Drill Hall**. Building characteristics (high ceiling and large open space) makes this suitable for exhibitions and community clubs.
- **Camping grounds**. Council administers four camping grounds leases that are based in, Omarama, Hampden, Kurow and Oamaru.
- **Endowment Properties**. Endowment Property is land and/or buildings held in order to produce income, and include commercial and leasehold properties. The Council owns 102 Endowment Properties.
- **Forestry**. Council owns 64 hectares of reserve or endowment land in forest.

WHY ARE WE DOING IT?

Community properties contribute to the following community outcomes:

Waitaki people are safe and healthy.

Waitaki has a diverse, sustainable and growing economy.

Waitaki's unique culture and heritage are preserved and celebrated.

Waitaki is served by responsive and efficient government.

Community Housing and Community Buildings are discretionary activities of Council; however, the Local Government Act 2002 defines community housing as a strategic asset.

Council's community properties allow us to meet various goals:

- Endowment Property provides revenue that is used to encourage the economic growth and development of the District
- Community halls serve as a focal point for the District's numerous small communities
- Community House provides a facility for various community groups (e.g. Citizens Advice Bureau, Age Concern, The Cancer Society)
- Operational buildings are essential for the provision of our local government services
- Community Housing provides housing to those most in need of assistance

No significant negative effects have been identified in relation to the Council undertaking this activity.

WHERE ARE WE HEADED?

Community Buildings

In recent years, Council reviewed its objectives for Community Housing, Community Centres and Halls. As a result of this review, Council expects that it will continue to own community buildings.

Community Housing

Given the continuing demand for affordable community housing and the projected significant increase in the number of people aged over 65 in the next 10 years, Council is committed to maintaining community housing units.

A review of the Community Housing Policy occurred in 2008, and recommended that Council consider capital reinvestment to rebuild or modernise housing units. Particular consideration will be given to accessibility if any new units are built.

In 2005, Council started inspecting the units in order to make remedial repairs to maintain the units and ensure that they were fit for purpose. Council is now planning how to make significant improvements in the layout for bathroom and kitchen areas, and energy efficiency improvements. Funding from the Local Government Housing Fund will be sought for this.

Council has adopted a policy for prioritising tenancy of Community Housing. Priority is now given to people over the age of 60. There is currently a high rate of occupancy, so the policy helps determine who is eligible for this housing. Council will continue to monitor the community housing waiting list to enable changes to its policies when required.

Community Halls

Community halls will continue to be managed by local committees with routine inspection by Council staff. A review of the individual hall rating areas was completed as part of the Draft Community Plan process. Council has adopted revised maps ensuring all properties in the district are covered by a hall rating area.

Operational Buildings

Council's headquarters building is near capacity and additional space may be required depending on future staffing requirements. The current preferred solution for this is for Council to hold its meetings at the Opera House, and to turn the existing Council Chambers into office space.

An energy audit of Council's operational buildings was completed in 2008. This has identified a range of improvements that could be made to buildings and building systems (heating, lighting, lifts, etc) to improve energy efficiency. To this end, a number of projects will be progressed over the next 10 years, with priority being given to improvements to the Library and Museum.

The 2005 Culture and Heritage Strategy identified the need to upgrade the Forrester Gallery (on its current site), and to consider options for developing the existing Museum, Archive and Library properties so that their services can be enhanced. For further information about the proposed upgrades, please refer to the appropriate Plans.

Endowment Property

In 2008, Council reviewed its Endowment Policy. The aim of the review was to determine a way to reinvest endowment funds to increase earnings and additional revenue streams. As a result of this review:

- Endowment Properties will be reviewed with consideration to form a commercial investment model that allows up to 40% of endowment capital investment outside the District.
- Of the 49 properties identified as Harbour endowment, 40 will be considered for divestment.

Of the 53 properties identified as Council endowments, 34 will be considered for divestment. The divestment of these properties will be considered on a property by property basis using as per prudent best management practices.

HOW WILL WE GET THERE?

Council will focus on continuing to improve safety, efficiency and sustainability, and, to make all buildings efficient and suitable for their purpose.

Future community property management will include:

- Annual inspection of all units with repairs as required and advising tenants throughout the process.
- Continuing the role of overview of the management of halls.
- Monitoring the management of Community House.
- Operation of the Waihemo Service Centre and Library, including management of community housing in Palmerston.
- Implementing improvements for the Library, Gallery and Museum properties.

PROJECT AND DESCRIPTION	YEAR
New Capital Works	
Community Housing Replacement Units	2011/12
Renewals – No Projects	
Operational – No Projects	

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Endowment Property

The reinvestment policy for endowment funds will require a yet-to-be determined rate of return on the capital value of the Endowment Portfolio.

Community housing

Council's units are in high demand and have high occupancy rates.

We will monitor our progress by reporting on the performance measures in the table below as well as:

- comparing annual inspection results against the previous year, to ensure that overall standards have improved; and
- surveying residents annually.

Community buildings

Our management plan provides for:

- annual inspection of halls for fire safety compliance and evacuation procedures
- a Council funding contract for Community House
- annual maintenance agreements for operational buildings and Community House to ensure compliance with the Building Act and fire safety requirements

Operational Buildings

The management plan for the Servicing of Council's Operational Buildings includes:

- provision of appropriate office space that meets the requirements of Council staff and other users
- ensuring the integrity of buildings' structures and major systems via appropriate ongoing maintenance and renewals
- ensuring that buildings continue to be well presented
- assisting in the implementation of energy savings

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4 - 10	Planned Performance Targets Yrs 4 - 10
Endowment Properties					
Management of the endowment properties to increase earnings and revenue streams	New level of service	% return on the capital value	Benchmark to be determined in 2009. Attain the benchmark in years 2-3.	% return on the capital value	Better the benchmark determined in 2009.
Community House					
Occupancy Rate and leases in place	95% of lettable floor space occupied	Properties occupied	90% of lettable floor space occupied	Properties occupied	90% of lettable floor space occupied
Community Housing					
Tenancy of units consistent with policy	84% of tenants meet Tenancy Policy criteria	Proportion of tenants to meet policy criteria	80% of tenants meet Tenancy Policy criteria	Proportion of tenants to meet policy criteria	90% of tenants meet Tenancy Policy criteria
Community Housing Funding	87% of operating costs met from rent	Community housing to be self funding	100%	Community housing to be self funding	100%
Affordable Housing Policy	Average rental set at between 25% and 30% of gross income based on national superannuation	Average rental as a percentage of gross income	Average rental set at between 25% and 30% of gross income based on national superannuation	Average rental as a percentage of gross income	Average rental set at between 25% and 30% of gross income based on national superannuation
Tenants Welfare and Safety	Annual formal and informal maintenance inspections	Partnerships with tenant welfare service providers in place. Annual formal and informal maintenance inspections	100% of tenants visited by welfare partner . Units inspected for maintenance issues	Partnerships in place. Annual formal and informal inspections	100% of tenants visited by welfare partner. 100% of units inspected for maintenance issues
Community Halls					
Buildings are safe and comply with regulations	100% of community halls have current building warrant of fitness	Buildings have current warrant of fitness	Building warrant of fitness in place in 100% of community halls requiring same. Fire Evacuation procedures in place in 100% of community halls requiring same	Buildings have current warrant of fitness	Building warrant of fitness in place in 100% of community halls requiring same. Fire Evacuation procedures in place in 100% of community halls requiring same

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4 - 10	Planned Performance Targets Yrs 4 - 10
Operational Buildings					
Increased level of Energy Efficiency for Operational buildings	New level of service	% improvement in energy efficiency attained	Benchmark for energy efficiency is to be determined in 2009. Attain the benchmark in years 2-3. Further investigate and instigate energy efficiency practices where practicable	% improvement in energy efficiency attained	40% improvement from 2009 for Councils commercial, operational and community properties and facilities.
Unplanned Service Disruption	New level of service	Number of days of disruption	No major unplanned disruptions to services in Council buildings	Number of days of disruption	No major unplanned disruptions to services in Council buildings
Buildings are well presented and maintained	New level of service	Planned maintenance is undertaken	100% of operations and maintenance plans are in place and planned maintenance undertaken	Planned maintenance is undertaken	100% of operations and maintenance plans are in place and planned maintenance undertaken

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

Endowment Property

Council has identified 49 properties as Harbour Endowments and 53 Council Endowments. Harbour Endowments are for the benefit and development of the Harbour, and includes some land held in trust for a dock. Council Endowments are held for general purposes, municipal purposes, or purposes of public utility.

Community housing

Council's housing stock was constructed between 1955 and 1985. There are 108 units across Oamaru, Hampden and Palmerston, and are situated as follows:

Township	Street	Number of units
Oamaru	Clare Street	17
	Exe Street	6
	Dacre Street	4
	Reed Street	23
	College Street	11
	Swale Street	14
	Usk Street	8
Hampden		3
Palmerston		22

Unit sizes vary from single 'bedsit' units to one-bedroom double units, with one two-bedroom standalone unit. We provide carpets, stove, curtain tracks, and a basic kitchen and bathroom (some with walk-in showers).

Community buildings

Our community buildings are:

- 26 District halls, not including the Drill Hall on Itchen Street, Oamaru;
- The Oamaru Volunteer Hall (Drill Hall)
- Community House, 100 Thames Street, Oamaru; and
- The Opera House, 96 Thames Street, Oamaru.

Operational Buildings

Our Operational buildings are:

- Oamaru Library and North Otago Museum, 60 Thames Street, Oamaru.
- Waitaki District Council Headquarters, 20 Thames Street, Oamaru.
- Forrester Gallery, 9 Thames Street, Oamaru
- Waihemo Centre, Tiverton Street, Palmerston.

Forestry Blocks

The Council owns and manages nine forestry blocks totaling 64 hectares. These are managed using good forestry practices to obtain the maximum financial returns.

Camping Grounds

Council has four camping properties on reserve ground Omarama, Hampden, Kurow and Chelmer Street Oamaru. There are legal constraints on the use and lease rate of return on these reserves.

People

Community Buildings managed by Council's Community Property Unit, which comprises 2 FTEs.

WHO PAYS FOR IT?

The Community Housing and Community Buildings activity is funded from user charges and rates. Rates are recovered from the District.

To enable the community housing to be self-funding (as required by Council policy) increases in rents are required over the period of this Plan. These increases in most cases will be offset for the residents of Community Housing by the planned energy efficiency improvements. Also, residents will experience improved comfort levels as a result of the planned work.

Further information is contained in Council's Financing and Revenue Policy.

COMMUNITY DEVELOPMENT AND GRANTS – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Community Development is a relatively new Council activity, and while Council's role in Community Development is primarily that of facilitation, other roles include service provider, advocacy, sourcing funds, forming partnerships and managing contracts.

In this Community Plan, Council has reduced its involvement in Community Development. This means current levels of service that have been provided through a dedicated Community Development Advisor are to be discontinued. From 1 July 2009 this means:

- reduced support for the Youth Council
- minimal ability to form partnerships with central government agencies, eg Mayors Taskforce for Jobs
- no advice or training opportunities provided to community groups, eg. how to apply for funding, legal obligations of community groups, Treaty of Waitangi training
- no advocacy on social policy issues to central government, eg. issues for ageing populations in rural areas
- a reduction in community consultation, e.g. engaging young people, Positive Ageing Forum, Kids Voting project, supporting the Multicultural Society
- no capacity to support community projects, e.g. Waitangi Day
- minimal advice on external funding
- ceasing to support projects aimed at empowering and supporting young people, e.g. Youth Week
- reduced support to other Council units with regard to best practice and innovative ideas on consulting and engaging communities across a range of Council activities
- reduced advice on how Council and government policies and initiatives may impact either positively or negatively on the community

The Community Development and Grants activities Council will continue to offer include:

- providing a Community Directory
- distributing Council's grants and awards
- co-ordinating community safety programmes
- managing Council's relationship with Iwi
- supporting arts, cultural and heritage activities

WHY ARE WE DOING IT?

Community Development and Grants contributes to the following community outcomes:

Waitaki has strong and proud communities.

Waitaki people are safe and healthy.

Waitaki's unique culture and heritage are preserved and celebrated.

Waitaki people have access to life-long learning.

Community Development is a discretionary activity under the Local Government Act 2002; however, this activity helps to create strong and safe communities that are places where people want to live, work and enjoy life. Places that are strong and vibrant will attract people, activity and investment.

WHERE ARE WE HEADED?

Council has decided to decrease the level of activity for Community Development and Grants which will mean a significant service level reduction in future years.

PROJECT AND DESCRIPTION	YEAR
New Capital Works – No projects	
Renewals – No projects	
Operational	
Culture and Heritage Implementation - \$10,000 from rates to implement the Culture and Heritage Strategy	Ongoing
Youth Council - \$5,000 from rates to support the Youth Council	Ongoing
Oamaru Whitestone Civic Trust – a \$500,000 loan facility over 10 years to enable the Trust to implement their Strategic Plan. \$60,000 in interest is allocated as a Grant from the OBPC surplus	2009/19
Oamaru Victorian Heritage Celebrations – a one-off Grant of \$22,500 to support the Heritage Celebrations event from the Whitestone dividend	2009/10
Sustainable Living Programme - \$1,500 from rates to support this community education programme	Ongoing

Council has a Memorandum of Understanding with Te Runanga o Moeraki, and has specific obligations to consult with Maori under the Resource Management Act and Local Government Act. We intend to continue building our relationship with local iwi, as well as broadening our relationships with other Maori.

HOW WILL WE GET THERE?

The Culture and Heritage Strategy was adopted by Council in 2005, and staff will continue to play a vital part in supporting projects that arise from that Strategy. A review of the Strategy is planned in 2009/2012. We will also continue to work with the Department of Conservation to achieve the community's vision of obtaining World Heritage Status.

A further issue is that we expect that there will be greater demand from the community for accessing funding, grants application forms and other

information online, and Council will need to meet this demand by improving its website capability.

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Council has administered community grants for several years and performance in this area is based on compliance with criteria.

Community safety and grants occur in partnership with other organisations, such as the NZ Transport Agency, ACC, Creative NZ, SPARC and Sport Otago.

Level of Service	Current Performance	Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Planned Performance Targets Yrs 4-10
<u>Community Grants</u> Recipients are satisfied with service provided.	Not currently measured	In-house survey of resident satisfaction	90% satisfaction	In-house survey of resident satisfaction	90% satisfaction
<u>Community Safety</u> Residents perception of community safety	97% of residents perceived the District to be a generally safe place to live in 2007.	External Survey of resident perception	90% satisfaction	External Survey of resident perception	90% satisfaction

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

This activity is primarily people-based.

People

One FTE staff, volunteers and contractors support this function.

WHO PAYS FOR IT?

The Community Development and Grants activities are funded from user charges, rates, and some external funding. Rates are recovered from the District. Further information is contained in Council's Financing and Revenue Policy.

FORRESTER GALLERY – SUMMARY

WHAT ARE WE DOING?

The Forrester Gallery opened in May 1983 with the help of a bequest by Oamaru architect John M Forrester (1865 – 1965). Today the Gallery is situated in the former Bank of New South Wales building on Thames Street. The building has a 'category one' classification from the New Zealand Historic Places Trust / Pouhere Taonga.

The Gallery is a nationally respected regional institution that organises and shows a wide range of exhibitions of works by local and regional artists as well as providing a venue for travelling exhibitions. The Forrester also collects and cares for artwork relevant to our District. The Gallery provides a changing, varied, and sometimes challenging programme of exhibitions and events from the local and wider art scene. The programme draws on both Gallery and loan collections.

On average twenty-five exhibitions are staged each year, and may include works from the permanent collection, touring exhibitions, works from public or private collections or from local schools or artists. The Gallery also provides a venue for at least three performing arts events each year. The Community Gallery, a designated space within the Gallery is available for use by local artists, groups or schools. The Gallery provides some educational outreach services and specialised advice in the care and conservation of artworks on an as required basis.

The Gallery operates with the support of a group of twenty volunteer custodians who supervise, on a roster basis, Gallery front of house or who assist in specific projects. The Friends of the Forrester, an Incorporated Society, supports the Gallery in hosting exhibition openings and other events, fundraising and in the provision of funds for the purchase of artworks and equipment.

ACTIVITY MANAGEMENT PLAN

WHY ARE WE DOING IT?

Forrester Gallery contributes to the following community outcomes:

Waitaki people have access to life-long learning.

Waitaki's unique culture and heritage are preserved and celebrated.

Waitaki has a diverse, sustainable and growing economy.

The Forrester Gallery is a discretionary activity of the Waitaki District Council; however, under the Local Government Act (2002), Council has a responsibility to contribute to the social, economic, and cultural wellbeing of the community.

The Gallery is a key community asset and is highly regarded by the local and wider community. The Council's 2008 Residents' Survey found that 96% of local residents who had visited the Gallery were satisfied with the facility.

The Gallery provides a venue to protect and display the cultural heritage of the Waitaki District which is a fundamental part of the District's identity. Maintenance and development of the Gallery was identified as a core objective of the 2005-15 Culture and Heritage Strategy.

The Gallery is also an education resource which is used by people of all ages who wish to expand their understanding of the arts and society through visiting the facility.

The Gallery provides exhibits which celebrate the diversity of our society and is a key tourism attraction for the District.

No significant negative effects have been identified in relation to the Council undertaking this activity.

WHERE ARE WE HEADED?

The Forrester Gallery will continue to collect, care for, research and display relevant art works and provide a venue for touring and regionally sourced exhibitions.

The Gallery will continue to ensure that its collection is maintained and preserved and professional standards are maintained throughout the Gallery.

The need for redevelopment of the Gallery was first identified in 1998 when a comprehensive architectural proposal (the McCoy Wixon Report) identified a number of issues that could be improved to enhance the facility and make it more suited for its purpose.

Through redevelopment and extension of the existing facility, Council will be able to meet current and future needs by addressing issues such as storage, exhibition space, health, safety and access.

The 2005/15 Culture and Heritage Strategy also identified the need for the Gallery to be extended and upgraded. The Strategy states that:

- the Gallery be expanded on its current site in accordance with the McCoy Wixon report; and
- the Gallery will enhance the existing art education, school programme and community outreach and investigate the potential of artist residencies.

Currently, a ramp and sensor operated automatic doors provide full disabled access only to street level displays while the basement and first floor exhibition spaces are not accessible to elderly and infirm visitors. Occupational health and safety issues and care of art works are compromised through the use of three flights of stairs that are not fire-rated.

There is potential for Gallery programmes to be developed through greater school involvement and the use of the Internet.

HOW WILL WE GET THERE?

Council has allocated \$3.8M in 2009/10 for the redevelopment and extension of the existing Gallery. Council has allocated \$700,000 from reserves to this project with the balance expected to come from external funding and fundraising undertaken by the Friends of the Forrester Gallery.

The timing of the Gallery upgrade project is subject to Historic Places Trust approval being granted for the redevelopment; however, in the redevelopment plans, capital works are scheduled for completion in 2011/2012.

Once the redevelopment of the Gallery has been completed, Council envisages three additional part-time positions being created to improve the experience of visitors and residents. One position would serve as an education officer; the second position would be responsible for the maintenance of the collection; while the third position would for a front of house receptionist. An education suite would also be developed, which may also be used as an artist studio, or for after school programmes.

In the later years of this Plan, Council intends to seek sponsorship and undertake fundraising to develop a sculpture and artwork for the exterior of the Gallery. A further project which could be investigated at this time would be the establishment of an artist in residence programme, again to be funded from external fundraising or sponsorship. This project could be in partnership with other Council departments and agencies.

Volunteers make an important contribution to the operation of the Gallery and we will continue to value and support their involvement in Gallery.

PROJECT AND DESCRIPTION	YEAR
New Capital Works	
Art Works	Ongoing
Upgrade <ul style="list-style-type: none"> Existing storage Existing lighting 	2009/10 2009/10
Redevelopment – a \$3.8m project to upgrade the Forrester Gallery; \$700,000 of this is allocated from Council reserves	2011/12
Fitout <ul style="list-style-type: none"> New lighting Existing space Education space New painting store 	2011/12 2011/12 2012/13
Artwork <ul style="list-style-type: none"> Courtyard Front of Gallery 	2015/16 2016/17
Artist in residence	2017 onwards
Renewals – No Projects	
Operational – No Projects	

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Level of Service	Current Performance	Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Planned Performance Targets Yrs 4-10
Gallery is accessible to users	Not currently measured	Visitor access provided	Street level spaces accessible to people with physical disabilities	Visitor access provided	All floors accessible to people with physical disabilities
Provide an enjoyable experience for visitors	96% of residents satisfied in 2008. Visitor book comments not currently measured.	Visitor satisfaction as monitored by Council survey. Visitor satisfaction as monitored by visitor book comments	90% of visitors are satisfied with the gallery. 90% of visitors are satisfied with the gallery visit.	Visitor satisfaction as monitored by Council survey Visitor satisfaction as monitored by visitor comments	95% of visitors are satisfied with the gallery. 95% of visitors are satisfied with gallery visit.
The Gallery is actively used by schools	Not currently measured.	Number of school visits	Maintain current number of school visits	Number of school visits	Increase number of school visits increased by 5% per annum after 2014/15
Gallery usage levels	17,467 visitors recorded in 2007/08	Gallery attendance as monitored by electronic/manual counter	16,000	Gallery attendance as monitored by electronic/manual counter	16,500 in 2012/13 increasing by 500 in each subsequent year
Retain existing level of volunteer assistance at the Gallery	Not currently measured.	Number of volunteer hours contributed to Gallery operations	Maintain current number of volunteer hours	Number of volunteer hours contributed to Gallery operations	Maintain current number of volunteer hours

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

The Forrester Gallery holds a substantial collection of works including works on paper, paintings, ceramics, photography and sculpture. Approximately 2,000 objects have been recorded in two accession registers while 1,000 items have been entered into a comprehensive electronic database. The collections are housed in purpose built secure spaces, the environment of which is monitored on a daily basis.

Nationally significant collections include:

- a significant collection of early works by Colin McCahon gifted to the Gallery in 2005 by the Parsloe Family Trust and two other McCahon works one of which, a major 1967 work was, gifted by the NZ Government in 2003.
- the historic 'category one' 1884 RA Lawson building that houses the Forrester Gallery.

Several regionally significant collections, include:

- the Colin Wheeler gifts of paintings and drawings and;
- an extensive collection of architectural drawings. These Forrester and Lemon 'measured' drawings are from the colonial period and reference the local built environment.

People

There are 2.6 FTE staff employed at the Gallery currently.

The Gallery also operates with the support of a group of twenty volunteer custodians (the equivalent of 1.3 full-time equivalent staff members), who supervise Gallery front of house, or who assist in specific projects. The Friends of the Forrester, an incorporated society, supports the Gallery in hosting exhibition openings and other events, fundraising and in the provision of funds for the purchase of artworks and equipment.

WHO PAYS FOR IT?

The Gallery activity is funded from donations, grants, sale of merchandise, user charges and rates. Rates are recovered from the District.

Other information is contained in Council's Financing and Revenue Policy.



NORTH OTAGO MUSEUM – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

The North Otago Museum provides services to the District which are focused on collecting, preserving, storing, researching, interpreting and exhibiting the cultural history of the Waitaki District.

The Museum was actively used by 20,000 visitors in 2007.

The Museum provides access to the archive collection for the District as well as the national and international community of archive users. The Archive houses the Waitaki District Council Local Authority Records in compliance with the Public Records Act 2005. In 2007, 3,500 researchers used the archive with the support of the Archivist.

In addition to these functions, the Museum also:

- provides a venue for education programmes planned and delivered by the South Canterbury Museum for the children of North Otago
- provides a variety of community activities and workshops to celebrate Waitaki's unique heritage, and to up-skill the cultural sector
- has a website which enables offsite access to the Museum and Archive collections
- provides support and expertise in the museum and archive field to other museums in the District including the Waihemo Heritage Trust and the Kurow Heritage Centre

WHY ARE WE DOING IT?

The North Otago Museum contributes to the following community outcomes:

Waitaki's unique culture and heritage are preserved and celebrated: a range of easily accessed facilities and events enable participation and enjoyment of cultural activities by all members of the community.

Waitaki people have access to life-long learning

The North Otago Museum is a discretionary activity of the Waitaki District, while the Archive is the repository for archived Local Authority Records and the Public Records of the Ministry of Education. These archives are required to be stored and made accessible to the public free of charge under the Public Records Act 2005. Storage of Local Authority and Public Records must meet mandated standards.

The Museum contributes to the cultural wellbeing of the District by preserving, celebrating and exhibiting the District's cultural heritage and enabling the community to access Museum and Council archives. Artifacts in the Museum's collections represent the cultural property of the past and present peoples who have lived in the District, and exhibitions provide a context and interpretation about the way they lived. The Museum and Archive collect material relevant to all areas of the Waitaki District and its people, and provide a variety of opportunities for people of all ages to learn about this District and its history.

WHERE ARE WE HEADED?

It has been acknowledged for some time that the North Otago Museum has the potential to be an excellent small museum, with a focus on providing exhibitions that reflect the Waitaki Districts iconic points of difference – what sets us apart from the rest of New Zealand in terms of social and natural history is essential. Alongside that, a core function of the Museum should be to provide community and education programmes that stimulate, educate and entertain.

The Museum has the potential to serve as a hub for visitors to our region so that they can see who we are and what makes the Waitaki District so very special.

The redevelopment of the North Otago Museum was included in the 2006/16 Waitaki Community Plan, although specific details of how the redevelopment would be staged were not included. Feedback from residents' surveys and

visitors to the Museum over a number of years has indicated that many people consider that the Museum is not of the quality they expect in a town that is recognised nationally as a heritage destination.

The Culture & Heritage Strategy 2005/2015 identifies these strategic goals for the North Otago Museum; specifically that:

- a series of themed interpretive displays are created that focus on the unique aspects of our heritage and development of town and country, and are located in an appropriate context
- the Willetts' Collection be acknowledged and managed as the centrepiece of the Museum collection
- an architectural brief is prepared that examines the feasibility of developing the existing central site for delivery of enhanced Museum, Archive and Library services
- education and outreach services are further enhanced;
- there is increased connection with other heritage sites, providers and stories
- current professional museum practices continue to be considered by Council in the provision of a modern museum

The redevelopment of the Museum (and Library) is included as a project in years 2011/12 of the LTCCP. The objectives of the Museum redevelopment are to:

- significantly improve visitor's experience at the Museum so that it is recognised nationally as a centre of excellence
- introduce new facilities, products and services where necessary and appropriate
- ensure the archive storage area and the services we provide meet the mandatory archive standards and that we have space to grow over a minimum of 50 years
- increase the range and number of visitors – both paying and non-paying
- broaden and increase the Museum's resource base, including funds, people and infrastructure
- above all, engage locals and visitors and make more relevant to them Waitaki District's Heritage – past, present and future

HOW WILL WE GET THERE?

Council has allocated \$1m from reserves for the redevelopment project. The redevelopment will result in:

- a conceptual redevelopment to include new integrated theme/story approach
- an upgraded, vibrant façade and entrance to the Museum
- the redevelopment of the current long-term exhibition area, enhanced research/archive space, upgraded staff spaces and redeveloped short term exhibition area
- confirmation of the Museum as the heritage hub of the District, with links to the spokes, for example, the Oamaru Harbour, Tōtara Estate, Vanished World, Janet Frame Trail, and Māori Rock Art Sites
- access for everyone to all public spaces

With the redevelopment completed, the Museum will also develop a new brand identity, market position and strategies to reflect its improved services, and will refocus its vision, mission, core functions and goals. This activity plan also includes funding for the provision of new facilities, products and staff to enhance the experience of visitors to the improved facility.

Redevelopment plans will be focused on achieving increased visitor numbers and increasing income through:

- the redevelopment of long-term exhibition spaces – to provide more interactive experiences, and new story lines
- hosting touring exhibitions – which is a strong motivator for repeat visits
- providing education space, and opportunities to engage the region's school children in curriculum-based learning using the Museum's resources

The main assumptions underlying this activity plan are that:

- free entry is available to the overall facility, though charging may be introduced for touring/ special exhibitions
- new interactive products (exhibitions and attractors) are necessary to grow visitor numbers
- most visitors will allocate sufficient time to go through most of the visitor experience
- 50% of visitors will continue to represent the impulse drive/walk- by visitor
- 15% of visitors will stay up to 120 minutes and use the facility as a destination attraction (i.e. international visitors, school groups, and the independent traveller, or as researchers using the archive)
- building and fit-out costs are indicative only and subject to refinement once more clarity is determined for the various key attractors required to stimulate demand
- increased marketing will occur in major city markets (Christchurch and Dunedin) to encourage visitor growth as well as State Highway One

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

The current performance measurement is essentially about the quantity of people who come into the Museum; the addition of qualitative measurements will assist in measuring the success of the Museum.

These measures include the quality of the Museum experience visitors have, their level of engagement with the exhibitions, the level of customer service offered in the archive, and the greater value to the community the Museum provides through its volunteer programme.

PROJECT AND DESCRIPTION	YEAR
New Capital Works	
Fit-Out <ul style="list-style-type: none"> • Archive Storage Construction • Education Space 	2011/12 2011/12
Museum/Library Redevelopment – an \$8m project to redevelop the Museum/Library. Council has allocated \$1m from reserves	2011/12
Exhibition Space <ul style="list-style-type: none"> • Long-term • Temporary 	2011/12 2011/12
Renewals – No Projects	
Operational – No Projects	

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Planned Performance Targets Yrs 4-10
Increase usage of the Museum	Approx 19,700 visits to the Museum annually Including 3,500 archive users	Annual number of visits to the Museum	Maintain current visitor numbers prior to redevelopment. Redevelopment Construction year closed	Annual number of visits to the Museum Education programme participation rates	5% per annum for 3 years following the Museum redevelopment 5% increase each year following redevelopment
Retain existing level of volunteer assistance at the Museum	Approx 1,427 volunteer hours contributed to Museum operations	Number of volunteer hours contributed to Museum operations	Maintain current number of volunteer hours	Number of volunteer hours contributed to Museum operations	Volunteer hours remain constant
Maintain current level of satisfaction with the Museum archive	Not currently measured	Survey of comments of Archive User Register, within a specified time period	>85% satisfaction	Survey of comments of Archive User Register, within a specified time period	>90% satisfaction
Improve user satisfaction with the Museum	2008 Residents Survey recorded: 88% user/ visitor satisfaction	Survey of comments of Museum visitor book, within a specified time period Visitor satisfaction with the Museum in Residents' Survey In house survey of satisfaction of visitors to Museum	>85% satisfaction	Survey of comments of Museum visitor book, within a specified time period Visitor satisfaction with the Museum in Residents' Survey In house survey of satisfaction of visitors to Museum	>90% Satisfaction
Archive storage complies with the Mandatory Archive Standard (2007)	80%	80%	Archive storage complies with the Mandatory Archive Standard (2007)	100%	100%

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

The North Otago Museum is situated in a Thomas Forrester designed New Zealand Historic Places Trust category 2 building, that was built in 1882. The collection store is in the adjacent Sargood building (built in 1923), while the archives are housed in a purpose-built building that connects the library, museum and object store (built in 1987).

The Museum is supported by an advisory group of volunteers (North Otago Museum Advisory Group). Membership comprises of representatives of the business community, the Waitaha Whanui, Ngai Tahu runaka and Council members. The local branch of the New Zealand Genealogy Society provides a dedicated group of volunteers to research indexes and other tools used in the archive.

The North Otago Museum holds significant collections which are its main assets:

- the Willetts' Collection of Waitaha Taoka
- the Temuka Pottery Collection
- the North Otago Community Archive Collection
- the Waitaki District Council Archive

WHO PAYS FOR IT?

The Museum is funded from rates and user charges.

The redevelopment of the Museum will be funded from reserves, rates and external fundraising.

For further information, see Council's Financing and Revenue Policy.



WAITAKI LIBRARIES – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Council provides a central public library at Oamaru, and supports the operation of five branch libraries located in Palmerston, Hampden, Kurow, Otematata and Omarama.

The libraries are very well used by the community with 169,650 visitors and 260,000 items issued in 2007/08.

Libraries engage, inspire and inform people, and help build strong communities. Libraries are key education, recreation and information resources which help support informed participation in society. The libraries are an important public information resource in the District, as well as being a major contributor to the wellbeing of the community.

The Libraries aim to provide opportunities for individuals and communities to:

- access information, ideas and works of the imagination
- support independent lifelong learning and literacy
- enable on-line access to the digital world
- build community participation and development

Specific services include:

- lending books, magazines and audio-visual material
- providing an information service, supported by print resources, staff expertise, electronic databases and inter-library loans
- the provision of special collections, such as the Heritage Collection and Janet Frame collection
- a newspaper reading facility

Waitaki Libraries provide collections, resources and services targeted at particular groups, such as children, young adults, housebound residents and residents with visual impairments. Specific events and visiting speakers are also hosted at the library. The library provides space for reading, study or meetings.

Management of the library collections, including selection, cataloguing, organising and processing items, is integral to this activity. Staff manage the collections and facilitate access to resources. They also support print and digital literacy and encourage a library environment in which everyone can participate.

WHY ARE WE DOING IT?

Waitaki Libraries contribute to the following community outcomes:

Waitaki people have access to life-long learning

Waitaki's unique culture and heritage are preserved and celebrated

Waitaki has strong and proud communities

Waitaki is served by responsive and efficient government:
we can be involved in decisions that affect us

Council's 2005 Culture and Heritage Strategy identified continued development of library services as an important part of the implementation of the Strategy. In particular the library service aims to meet the Strategy's social outcome recommendation:

"to enhance wellbeing through an excellent quality of life enjoyed and supported by a vibrant, diverse community".

Section 142 of the Local Government Act 2002 requires Council to provide free library membership for District residents if it provides a library for public use.

No significant negative effects have been identified from this activity.

WHERE ARE WE HEADED?

The number and location of libraries will remain the same over the next ten years. The overall size and quality of library collections will also remain similar to those in the current collections.

The Culture and Heritage Strategy (2005/15) identified the following strategic goals for the Libraries in the Waitaki District; specifically that:

- the Library is seen as the 'community's living room', providing information, education, recreation and social interaction for Waitaki residents
- an architectural brief is prepared that examines the feasibility of developing the existing central site for delivery of enhanced Library, Museum and Archive services
- delivery of Library services across the District from Oamaru are enhanced to increase access to the collection
- collections of significance to the District are recognised and highlighted, for example, the Janet Frame collection
- the New Zealand Library Association (LIANZA) Standards continue to be considered by Council in the provision of a modern library service

The library service adheres as closely as practicable to LIANZA's "Standards for New Zealand Libraries 2004" and "Public libraries of New Zealand: a strategic framework 2006/2016" and intends to continue to do so in future years. These documents provide general and detailed guidance for future library development, so that Waitaki District Library service meets national best practice guidelines.

A redevelopment of Oamaru Public Library (in conjunction with the North Otago Museum) is planned in 2011/12 which will provide additional space and improve the experience of library users and working conditions for library staff. Additional improvements will provide improved services through the use of information and communications technology.

The services the libraries provide will also need to respond to changes in population and demographics. One of the main factors to influence library services over the next ten years will be an increase in the number of older people in the community. The number of people aged 65 and over will increase from the current proportion of 20% of the population aged 65 and over to reach nearly 30% in 2019. With population growth expected in the District over the next ten years, the library service may need to cater to an increasingly diverse community.

Another area of focus will be to provide a more equitable library service by improving the access of people outside Oamaru to library resources.

Library service will also need to consider and respond as appropriate to environmental sustainability issues, economic changes and fuel cost increases. For example, branch libraries may become more important and require more support if driving is less affordable or desirable in the future. The redevelopment project will explore the benefits and cost of incorporating sustainable building practices.

HOW WILL WE GET THERE?

Library Redevelopment

Council has allocated \$1m from reserves to redevelop Oamaru Library and North Otago Museum in 2011/12. The redevelopment will create a library which will provide a welcoming space for people to relax, read, work and communicate, and improve the display and management of the library collection. Some spaces may be shared with the Museum.

Other Service Improvements

In addition to the library redevelopment, other improvements are also planned which will help implement the Council's vision to improve library services.

Council will continue to look for opportunities to improve services through partnerships with other libraries. One initiative, in conjunction with the National Library, involves the installation of computers for public use at no cost to ratepayers.

Council will adopt a library management system in collaboration with other libraries in the Otago and Southland region. There are also opportunities to develop education, information technology and library promotion services in conjunction with the North Otago Museum following the redevelopment of these facilities.

Digital services, such as the provision of the library catalogue online, will be developed, as well as increased use of communications technology.

The library will also look at tailoring services to meet changing demands where this can be done within the resources available. For example, with an aging population there will be a need to increase the number of items in the large print collection. The provision of space for mobility scooters and improved

wheelchair access will also be considered in the redevelopment design. Services at branch libraries may also need to be tailored to reflect any changes in population patterns.

Opening hours will also be reviewed in future years to consider improving access for working people.

Services at branch libraries will be improved, including:

- cataloguing of the collections
- providing access to the library catalogue and the internet at branch libraries
- providing a courier service between branches to deliver and pick up books
- providing operational support for these libraries

Participation by, and resources for, Maori and other cultural groups represented in the District will also be encouraged.

PROJECT AND DESCRIPTION	YEAR
New Capital Works	
Library New Items	On-going
Museum/Library Redevelopment – an \$8m project to redevelop the Museum/Library. Council has allocated \$1m from reserves	2011/12
Renewals	
Library Book Renewals	Ongoing
Operational – No Projects	

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

With the addition to space in the planned redevelopment 2011/12, combined with an increased focus on electronic services, overall use of services and satisfaction levels will be maintained or even increased.

Level of Service	Current Performance	Planned Performance Measures Years 1-3	Performance Target Years 1-3	Planned Performance Measures Years 4-10	Performance Target Years 4-10
Maintain or increase the number of visits to the Oamaru and Palmerston libraries	170,000	Number of visits (measured by door counts)	172,000	Number of visitors (measured by door counts)	175,000
Maintain a similar number of annual issues per capita	12.8	Number of annual issues per capita	12	Number of annual issues per capita	11
Maintain or increase the proportion of residents who are active members	40%	Percentage of members that borrowed from library within last 2 years	42%	Percentage of members that borrowed from library within last 2 years	45%
Accessible library service is provided People have access to library service	Not currently measured	Oamaru Library is open for 42 hours over 6 days per week. Palmerston Library is open for 41.5 hours over 5 days per week	100% target opening hours attained	Oamaru Library is open for 42 hours over 6 days per week. Palmerston Library is open for 41.5 hours over 5 days per week	100% target opening hours attained
Provide a high quality service which meets residents expectations	94%	Percentage of resident satisfied with library services	92%	Percentage of residents satisfied with library services	92%
People are satisfied with library service	Not currently measured	Percentage of surveyed borrowers satisfied with library service	80%	Percentage of surveyed borrowers satisfied with library service	80%
Affordable library service is provided People are able to borrow library items at no cost	Not currently measured	Number of items available at no cost as a % of total collection	95% lending items are free	Number of items available at no cost as a % of total collection	95% lending items are free

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

There were 87,600 library items as at July 2008. In total the libraries are open 116 hours per week.

Oamaru Library and five branch library buildings house collections and provide space for public use, events, and staff workspace. Library collections include print, electronic and audio-visual resources, for both lending and reference. The Libraries' Heritage and Janet Frame collections are of high importance locally.

People

There are nine full-time equivalent staff employed in Oamaru Library, and over 60 volunteer staff work in the District's libraries. Waitaki Friends of the Library support some Library events.

Changes to staffing will occur during the term of this Plan in order to support improvements to services.

WHO PAYS FOR IT?

Libraries are funded mostly from rates, with a small proportion of funding sourced from user charges and sponsorship.

The Council will not increase the proportion of recovery from user charges over the course of the term of this Plan.

Further information is contained in Council's financing and revenue policy.

OAMARU OPERA HOUSE – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

The Oamaru Opera House, originally named the Oamaru Municipal Town Hall, was designed by J M Forrester and built in 1907. It is owned by Council and is one of the most significant heritage buildings in Oamaru.

The facility is at the heart of the town's business district and occupies a focal point for the community. The Oamaru Opera House reopened in February 2009 following a significant restoration and redevelopment project designed to create a living, fully-functioning centerpiece for the Waitaki Community.

The redeveloped Opera House now serves as:

- a community facility that provides spaces for municipal and community oriented events;
- a commercial business that provides rentable spaces and facilities for industry and community conferences, functions and events; and
- a venue for the performing arts and other cultural activities.

Council entered into an operational partnership with the Oamaru Licensing Trust (OLT) in December 2007. Under this partnership agreement, the OLT have exclusive rights for the provision of food and beverage services to the Oamaru Opera House, via the Kingsgate Brydone Hotel, and are committed to paying an annual service fee for the term of the agreement. OLT are also responsible for liquor licensing of the Opera House. The front of house bar and interval candy bar are operated by the Kingsgate Brydone.

WHY ARE WE DOING IT?

The Oamaru Opera House contributes to the following community outcomes:

Waitaki has a diverse, sustainable and growing economy.

Waitaki's unique culture and heritage are preserved and celebrated.

Waitaki has strong and proud communities.

The Opera House activity is a discretionary activity, however, under the Local Government Act 2002 Council has a responsibility to contribute to the social, economic, and cultural wellbeing of the community.

In redeveloping the Opera House, Council has sought to actively contribute to these wellbeings by creating a venue that supports commercial and tourism opportunities, delivers positive economic outcomes, and enables performing arts, community and cultural activities.

Council management of the facility brings benefits such as a high degree of control, accountability and venue management expertise.

Through its Strategic Plan, the Oamaru Opera House has specific operational goals and objectives aimed at contributing to each of the community wellbeings.

No significant negative effects have been identified in relation to Council undertaking this activity.

WHERE ARE WE HEADED?

Council has three strategic priorities for the Oamaru Opera House over the next ten years:

- Community – encouraging the community to use the venue as a tool for community development in order to generate a sense of pride and foster a positive community spirit.
- Commercial – generating income through using the venue as a commercial asset to encourage economic growth for Waitaki and the long term sustainability of the venue. This encompasses generating rental revenue from the venue by way of charging for space and equipment.
- Cultural – supporting art forms through using the venue by developing art forms, audiences, artists and an understanding of the breadth and depth of the arts in New Zealand.

The Oamaru Opera House will liaise with other Council-owned facilities, such as the Gallery and Museum, and it will become part of a national network of similar facilities.

The main focus for Council during the first few years of this plan will be to ensure that the Opera House is successfully established as a commercial business and performing arts venue in order to ensure its long term sustainability. Levels of service delivered by the Opera House will steadily increase as the business is established.

At some stage over the ten year period, Council will need to consider the environmental sustainability of the Opera House building in order to attract performing artists. The number of performers requiring that venues follow environmentally sustainable practices as a criterion for performing, is also likely to grow.

The Oamaru Opera House actively foster and employ a volunteer network to assist in the day to day and special event operations. The ability to deliver consistent and appropriate service levels into the future depends on the health and size of this network. Many factors are likely to influence the future availability of volunteer hours, including greater economic pressures for people to stay in full-time employment, and potential age increases in eligibility for superannuation.

HOW WILL WE GET THERE?

Council will deliver the three strategic priorities for the Opera House by:

Providing frequent community access and use of the venue for:

- town hall type municipal events
- community showcasing of the arts
- community meeting space
- public gathering opportunities

Generating revenue through:

- charging for use of space and equipment

- promoter/hirer revenue splits
- merchandising
- strategic partnerships
- sponsorships
- ticketing inside/outside charges

Ensuring the delivery of a wide range of audience engagement with the arts by:

- providing a venue for the performing arts
- developing audiences through programming and co-producing projects that celebrate diversity within the community
- providing a venue for performing arts workshops that provide educational opportunities, and foster and support the development of art forms and creative industries
- developing programmes that support and develop emerging artists
- recognising Te Ao Maori across art forms – including Te Reo, Kapa Haka, visual arts, oral histories, theatre, dance, multimedia, craft
- considering the inclusion of other internationally recognized artforms in the delivery of objectives

It is not intended that the actual activities of the Oamaru Opera House will always divide equally into the three strategic priorities, however, importance and consideration will be given to achieving the outcomes of each priority.

PROJECT AND DESCRIPTION	YEAR
New Capital Works	
Development	Ongoing
Exterior Upgrade	2010/11
Renewals – No Projects	
Operational – No Projects	

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS

The redeveloped Oamaru Opera House will have been operating for less than six months when this Plan is finalised, therefore there is no current performance measure data to indicate how well this activity is doing

Level of Service	Planned Performance Measure Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Planned Performance Targets Yrs 4-10
Community satisfaction with venue	Residents Survey	75% Satisfied	Residents Survey	85% Satisfied
Volunteer support	Volunteer Satisfaction Survey	75% Satisfied	Volunteer Satisfaction Survey	85% Satisfied
Providing entertainment, performing arts, and public space that meet the needs of the community	Occupancy Levels	Establish benchmark over three years	Occupancy Levels	At or above benchmark established in 2012
Providing facilities that meet the needs of community and commerce	Number of Events ¹	Year One 50 Year Two 70 Year Three 100	Number of Events	Year Four 120 Year five+ 150

¹ Events as defined by EVANZ (Events and Venues Association of New Zealand)

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

The Oamaru Opera House is located at 90 Thames Street, Oamaru. It is recorded in the New Zealand Historic Places Trust register as a 'Category 2' building. It features:

- a 500 seat auditorium
- a 148 seat theatrette (known as the 'Inkbox')
- The Empire Room
- The Chambers
- The Board Room
- The Grand Foyer
- The Footlights Stage

All spaces are available for hire, along with associated equipment such as lighting and other technical equipment.

People

Day-to-day management of the venue is undertaken by the Director of the Oamaru Opera House assisted by the Opera House staff. There will be 4.3 full-time equivalent staff members employed. The Opera House also currently operates with assistance from 35 volunteers, sourced from the community and Opera House stakeholder groups.

The Oamaru Licensing Trust provides food and beverage services to the Oamaru Opera House.

WHO PAYS FOR IT?

The Opera House Activity is funded from user charges and rates. Rates are recovered from the District. Over the term of this plan, recovery from user charges is expected to increase in line with the increase use of the facility.

The ratepayer contribution to this activity is expected to be monitored and adjusted to reflect the operating requirements and use over the coming five years and stabilise to a level that recognizes the 'public good' element of the Opera House as a community facility.

Further information is contained in Council's Financing and Revenue Policy.



GROUP OVERVIEW – ECONOMIC DEVELOPMENT

The Economic Development group of activities includes the following:

- Economic Development (through the Waitaki Development Board)
- Delivery of the Economic Development Strategy
- Commercial property investments
- Equity Investments
- Tourism (through Tourism Waitaki)
- i-Sites
- Oamaru Blue Penguin Colony

These activities of Council contribute mainly to economic and cultural wellbeings, and support community outcomes that are focused on providing a diverse, sustainable and growing economy with our unique culture and heritage preserved and celebrated. These activities are discretionary to Council.

The District had decades of decline in the latter part of the twentieth century. In 2001 Council decided to fight the economic decline, giving the Waitaki Development Board a mandate to drive economic development based on a new strategy for growth. During 2005 this strategy was reviewed to ensure continued relevance to local, national and global economies and to test its impact and to set priorities for 2005 to 2010. This strategy is a continuation of the 2001 roadmap to growth and Council's involvement in the growth of the District. In 2009 Council has reduced its investment in economic development in response to the need for fiscal restraint.

Council has equity investments in companies for both social and cultural reasons as well as economic reasons. Whitestone Contracting Limited operates at a surplus and provides a dividend to Council which is used to reduce rates.

During 2006 Council invested \$10 million in the North Otago Irrigation Company Limited (NOICL) and guaranteed loans of \$4 million for Benmore Irrigation Limited. These large irrigation schemes will provide a multi-million dollar return to our community and will be the single largest activity that will drive growth. Council obtains a commercial return on the NOICL investment.

Since 2003 Council has been actively operating a commercial property development activity which over time is expected to operate at a surplus. This activity provides opportunities for some Council projects to be funded from these surpluses. This reduces rates.

Council has large freehold commercial property holdings in Oamaru, Otematata and Omarama that it intends to develop over the life of the Plan. It also has freehold title to numerous smaller holdings (i.e. leasehold sections), which from time to time are sold to the lessee under terms stated in Council's Freeholding Policy and/or its Sale of Commercial Leasehold Endowment Sections Policy. On disposal of the large holdings it expects to generate surpluses, the proceeds of which are to be used to improve community facilities including the Otematata Community Centre, the Oamaru Opera House, the Forrester Gallery, the North Otago Museum and the Oamaru Public Library. Surpluses from commercial property sales will also be used for repayment of commercial property debt.

Council manages two large endowment trusts, the Harbour Endowment Trust and the General Endowment Trust, which hold significant property investments. Some of these property holdings are not generating the community benefit intended by the endowments. Council is reviewing these property investments and will consider whether there are better investments to generate the income anticipated by the original endowments. Further information is contained in the Liability Management and Investment Policy in Volume Two.

The table below indicates how Council intends to use the proceeds of commercial property surpluses:

Project	Year	\$ million
Opera House - 2007	2007/08	3.0
Beyond 2009		
Forrester Gallery	2009/10	0.7
Library / Museum Redevelopment	2011/12	1.0

Council has forecast \$500,000 of loan funds to be available each year to take advantage of property development opportunities which may arise. Over the term of the Plan this amounts to \$5 million. The loan cost remains in the capital property account to be funded from the surpluses from the development opportunities. The surpluses generated will be used to invest in new projects that would otherwise be funded from rates.

Council believes that the economic benefits offered by the tourism sector, such as new jobs, external revenues, local pride and preserving our cultural heritage justify increased investment. Council has set aside a loan fund of \$500,000 to invest in a new major attraction tourism venture. A second major tourism attraction in addition to the Oamaru Blue Penguin Colony is expected to contribute significantly to increasing visitor stays. Council owns the Oamaru Blue Penguin Colony – a successful eco-tourism venture. This investment operates at a surplus and Council will invest \$500,000 of this surplus into further developing the visitor experience.

Council has not found any significant negative effects that this group of activities may have on the social, economic, environmental or cultural wellbeing of the community.

Further details on the activities can be found in the following summary activity management plans along with renewal projects to maintain assets to continue with service levels, which are funded from reserves.

Funding for operations and projects in this group will come from rates and user fees, as stated in the financing and revenue policies detailed in Volume Two.

Assumptions for large projects:

1. Property Sales

Property sales income is reliant on Council obtaining the necessary consents to undertake a number of property development opportunities. Costs of development have been independently assessed and Council has sought advice on market sales prices. Surpluses from property development are dependent on a continuation of the current property market expectations. Profits recognised in this Plan are considered to be a conservative estimate of Council's returns.

WAITAKI DISTRICT COUNCIL - ECONOMIC DEVELOPMENT PROSPECTIVE ACTIVITY STATEMENT

Annual Plan 2008/09 \$(000)		2009/10 \$(000)	2010/11 \$(000)	2011/12 \$(000)	2012/13 \$(000)	2013/14 \$(000)	2014/15 \$(000)	2015/16 \$(000)	2016/17 \$(000)	2017/18 \$(000)	2018/19 \$(000)
	Operating Expenditure										
455	Tourism Development	548	565	585	599	614	631	648	665	682	700
646	Penguin Colony	672	698	720	737	758	778	798	821	841	863
491	Economic Development	327	299	260	265	271	277	283	289	296	302
891	Property	884	904	915	927	955	967	980	1,010	1,025	1,040
(1,198)	Treasury	(1,507)	(1,421)	(1,570)	(1,915)	(2,291)	(2,433)	(2,342)	(2,253)	(2,128)	(1,995)
(78)	Corporate	(48)	(48)	(48)	(48)	(47)	(47)	(47)	(47)	(47)	(47)
1,207	Total Operating Expenditure (1)	876	997	862	565	260	173	320	485	669	863
	Operating Revenue										
	<u>Activity Revenue</u>										
783	Penguin Colony	783	817	844	864	885	905	926	949	971	995
435	Property	310	322	330	340	349	357	367	377	387	396
1,066	Treasury	827	1,000	1,083	1,164	1,275	1,597	2,167	2,793	3,445	4,095
27	Corporate	27	27	28	28	28	28	28	28	28	28
2,311		1,947	2,166	2,285	2,396	2,537	2,887	3,488	4,147	4,831	5,514
	<u>Rates Revenue</u>										
(467)	General Rates	(473)	(459)	(620)	(867)	(1,124)	(1,350)	(1,559)	(1,812)	(2,065)	(2,310)
(300)	District Services Rates	(301)	(289)	(397)	(563)	(727)	(875)	(1,014)	(1,174)	(1,341)	(1,503)
145	Uniform Annual General Charges	165	173	181	189	197	206	214	224	234	244
61	Separate Activity Rates	54	57	58	60	61	63	65	66	68	70
(561)		(555)	(518)	(778)	(1,181)	(1,593)	(1,956)	(2,294)	(2,696)	(3,104)	(3,499)
1,750	Total Operating Revenue	1,392	1,648	1,507	1,215	944	931	1,194	1,451	1,727	2,015
543	Net Surplus (Deficit)	516	651	645	650	684	758	874	966	1,058	1,152
67	Remove Effect Depreciation Not Funded	109	113	113	113	123	123	123	133	133	133
610	Net "Cash" Surplus (Deficit)	625	764	758	763	807	881	997	1,099	1,191	1,285
	Capital and Reserves Funding Requirements										
	<u>New Capital</u>										
-	Penguin Colony	500	-	-	-	-	-	-	-	-	-
500	Property	500	500	500	500	500	500	500	500	500	500
145	Corporate	75	102	75	75	75	75	75	75	75	75
645		1,075	602	575	575	575	575	575	575	575	575
	<u>Renewals</u>										
20	Property	17	17	18	24	19	20	20	58	21	22
135	Corporate	654	274	264	290	254	220	265	314	180	327
155		671	291	282	314	273	240	285	372	201	349
-	Loan Repayments	-	-	-	2,650	3,650	-	-	-	-	-
-	Loan Advance	1,000	-	-	-	-	-	-	-	-	-
5,278	Transfers to Reserves	3,462	4,841	5,486	2,224	2,052	1,605	1,645	1,646	1,743	1,842
6,078		6,208	5,734	6,343	5,763	6,550	2,420	2,505	2,593	2,519	2,766
	Funded By:										
610	Net "Cash" Surplus (Deficit)	625	764	758	763	807	881	997	1,099	1,191	1,285
671	Capital Sales (Property & Vehicles)	1,063	2,572	2,076	1,609	1,393	872	796	695	700	705
4,150	Loans Raised	1,850	1,650	2,800	-	-	-	-	-	-	-
462	Transfer from Reserves	1,999	457	427	3,077	4,077	427	427	427	427	427
185	Renewal Funding From Depr. Reserves	671	291	282	314	273	240	285	372	201	349
6,078		6,208	5,734	6,343	5,763	6,550	2,420	2,505	2,593	2,519	2,766
557	(1) Specific Expenses Included Above	648	657	657	657	677	677	677	699	699	699
590	Depreciation	69	201	368	373	137	-	-	-	-	-
(1,666)	External Interest	(1,459)	(1,513)	(1,836)	(2,195)	(2,343)	(2,359)	(2,276)	(2,196)	(2,081)	(1,959)
	Internal Interest										

WAITAKI DISTRICT COUNCIL ECONOMIC DEVELOPMENT PROJECT SCHEDULE (\$'000 INCLUDING INFLATION)

Name	Funding (Sources Other Than Rates*)	2009/10		2010/11		2011/12		2012/13		2013/14		2014/15		2015/16		2016/17		2017/18		2018/19	
		Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd	Total Costs	Net Rate R'qrd
Oamaru Blue Penguin Colony - New Capital																					
Daytime Facility	OBPC Surpluses	500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Property - New Capital																					
Property Development Plan	Surplus / Loans	500	-	500	-	500	-	500	-	500	-	500	-	500	-	500	-	500	-	500	-
Capital Property - Renewals																					
Commercial Property	Depr	17	-	17	-	18	-	24	-	19	-	20	-	20	-	58	-	21	-	22	-
Corporate - New Capital																					
I T Network Development		75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75
Additional Vehicle		-	-	27	27	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate - Total New Capital		75	75	102	102	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75
Corporate - Renewals																					
I T Network Development	Depr	617	-	118	-	119	-	119	-	120	-	120	-	122	-	122	-	123	-	124	-
Vehicle	Depr	37	-	156	-	145	-	171	-	134	-	100	-	143	-	192	-	57	-	203	-
Corporate - Total Renewals		654	-	274	-	264	-	290	-	254	-	220	-	265	-	314	-	180	-	327	-

ECONOMIC DEVELOPMENT – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Council's core economic development activities are:

- Pursuing the vision and goals identified in the Growing our Economy 2006-2010 Economic Development Strategy
- Collecting and analysing economic indicators, and sharing the findings with stakeholders in economic development
- Investing in commercial activities, including commercial property, equity investments (such as Council-Controlled Trading Organisations), and irrigation

The Waitaki Development Board is contracted by Council to provide economic development services and advice. Council participates actively with the regional economic development group, Otago Forward.

Council actively manages its own commercial property, equity and irrigation investments.

WHY ARE WE DOING IT?

Economic Development contributes to the following community outcomes:

Waitaki has a diverse, sustainable and growing economy.

Waitaki is served by responsive and efficient government: *our local and central governments demonstrate efficient and effective use of resources.*

Economic Development is a discretionary activity.

Council aims to encourage and support an economic environment that allows for the growth of a strong and diverse economy.

The Waitaki Development Board's vision is to promote and facilitate business growth which sustains and advances the wellbeing of our vibrant community and the place in which we live.

A growing economy enhances the wellbeing and quality of life of the local community by encouraging employment, social and business opportunities. It also facilitates population growth, which in turn supports the local economy and spreads the burden of rates and other community costs.

Creating a diverse economy helps to protect the District's overall economy from setbacks that may occur within any one industry.

The objective for Council's commercial property investment activity is to only own property that is necessary for the economic, physical and social development, and heritage, of the District, and to achieve an acceptable rate of return from this investment. Income from property investments reduces rates.

Council's equity investments fulfill various strategic, economic development and financial objectives. Each of Council's four Council-Controlled Trading Organisations outline Council's reasons for ownership and objectives through their Statements of Intent.

For further information, refer to the Liability and Investment Policy contained in Volume Two of this Plan.

No significant negative effects have been identified in relation to the Council undertaking this activity.

WHERE ARE WE HEADED?

Over the next ten years, as stated in Council's Economic Development Strategy, Council will be working towards:

- encouraging more people living and working in the District
- ensuring Council infrastructure keeps pace with economic growth and meets industry needs
- the development of Oamaru and the District as a vibrant visitor destination (see "Tourism" for more information)
- attracting a skilled, reliable workforce that meets the needs of local industry
- supporting a thriving manufacturing sector
- having a District which is a profitable place to operate businesses;
- attracting increased investment in the District
- maintaining education facilities that maintain a reputation for excellence
- continued development of the District's thriving agricultural industries
- further development of the viticulture industry
- recognition of the District as a producer of high quality horticultural produce
- providing a reliable supply of timber which is balanced with environmental needs
- maintaining a vibrant arts and culture sector
- maintaining our reputation as a very film friendly location

During the first few years of this plan, through the Waitaki Development Board Strategic Plan 2008/11, Council will focus on five primary economic development objectives:

1. Irrigation – promote irrigation for a wider range of farming sectors
2. Industry – service existing businesses and attract new ones
3. Tourism – develop attractions, increase services and grow the market
4. Film – facilitate filming opportunities
5. Attitude – celebrate successes to attract population and workforce

The capacity to achieve these objectives may be limited by global economic conditions and Council's reduced investment in economic development.

Statistics New Zealand predicts a decline in the District population; however, Council-commissioned research shows that by 2016, the population of the District is predicted to grow to 22,203 residents, driven by workforce development through investment in irrigation, viticulture and the Holcim Cement Plant. A copy of the full report is available on Council's website.

Over the next ten years, Council will continue with the development of the Oamaru Harbour area (refer to 'Oamaru Port' for further information). Council saw an opportunity to develop residential properties and is in the process of developing a 26 section residential development at Forrester Heights overlooking the Oamaru harbour.

There is currently a shortage of serviced industrial land in Oamaru. Council is currently progressing District Plan changes to re-zone rural land to the north of Oamaru into industrial land. This will provide more than 20 hectares of industrial land that will provide significant opportunities for business development and growth over the life of this plan.

Council's commercial property investment surpluses will be invested in culture and heritage projects such as Oamaru Opera House and Forrester Gallery and the Museum/Library upgrade.

Its investment in the North Otago Irrigation Company will be fully repaid in the later stages of this Plan. Council will, at an appropriate time, consider whether investments in a major tourism attraction and supporting our heritage is an appropriate vehicle to maximise ratepayer benefit.

Council is not planning for any significant changes to its current equity investments over the next ten years.

Overall, Council expects that it will remain responsive to economic development opportunities as they arise.

HOW WILL WE GET THERE?

Council currently contracts Waitaki Development Board to deliver economic development services and this is expected to continue under reduced funding.

Due to the impact of global economic downturn, Council has reduced its investment in economic development by \$100,000 per annum.

We will involve Waitaki Development Board, and others as appropriate, to implement actions identified in the Council's Economic Development Strategy to achieve the economic outcomes desired by our District.

Waitaki Development Board will champion specific projects from the Economic Development Strategy. Over the first few years of this Plan they will focus on achieving the specific tasks outlined for each of the primary goals identified in their Strategic Plan.

Reduced funding to the Board will impact on services by:

- Reducing governance support for the Company. Directors will be more involved in governance and employment matters, reducing their capacity to advance other issues relating to the Company
- Reduced flexibility to respond to new initiatives – due to reduction of discretionary funding budgets
- No resources available for supporting small or new businesses and the film industry
- Economic development initiatives will be funder-driven, as grants will need to be sourced and applications will need to meet funder requirements.

Council is involved as an investor in the North Otago Irrigation Scheme and as a backer to the Benmore Irrigation Scheme. This involvement will enable significant economic development of our primary and processing industries. Council invested \$10 million in substantial irrigation scheme development, to be repaid in the second half of this Plan.

Council supports development of the Holcim Cement Plant as a significant contributor to employment growth and the development of light to medium industries.

Council will maintain its equity investments in Whitestone Limited, Waitaki Development Board Limited, Waitaki District Health Services Limited, and its 50% stake in Omarama Airfield Limited.

Council operates a commercial property activity which over time will operate at a surplus. There are opportunities for some Council projects to be funded from these surpluses, which will have an impact on rates. Council has large

freehold commercial property holdings in Oamaru, Otematata and Omarama that it will develop over the life of the Waitaki Community Plan. On disposal of large holdings (e.g. Forrester Heights), Council expects to generate surpluses; the proceeds are to be used to improve community facilities including the Otematata Community Centre, Forrester Gallery, and Oamaru Opera House.

The table below indicates how Council will use the proceeds of commercial property surpluses:

PROJECT AND DESCRIPTION	YEAR
New Capital Works	
Capital Property <ul style="list-style-type: none"> • Property Development Plan 	Ongoing
Corporate <ul style="list-style-type: none"> • IT Network Development 	Ongoing
Renewals	
Corporate <ul style="list-style-type: none"> • IT • Vehicle 	Ongoing 2010/11
Operational	
Project <ul style="list-style-type: none"> • General • District and Town Signage 	Ongoing 2010 Ongoing

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

The district's economic development achievements will need to be gauged over the medium-to-long term. Quarterly reports from Statistics NZ provide regular updates on a number of indicators. Waitaki Development Board also commissions the Waitaki District Economic Performance Report annually.

In the year ending 31 March 2007, Waitaki District had 8,700 FTEs in employment in 2,800 businesses and made \$753 million in GDP.

Overall Growth	Waitaki	NZ
GDP	2%	1.6%
GDP per capita	2%	0.5%
Employment	4.3%	2%
Employee count	2.6%	2.3%
Business size	3.4%	0.1%
Population	0%	1%
Productivity	-2.1%	-0.4%
Business units	0.9%	1.9%

Looking only at Gross Domestic Product (GDP) does not tell the full story in the district. Our relatively flat population growth makes it difficult to achieve big rises in GDP. GDP per capita and Labour Productivity per capita give a better picture of our economic prosperity. Over 1997-2007, Waitaki GDP per capita increased 2.0% per annum, well above the NZ average of 0.5% pa. Similarly, our Labour Productivity per capita increased 1.0% pa, above the NZ average of 0.8% pa.

Council's goals are:

- Retaining our current level of resident population
- Having GDP per capita higher than the national average
- Annual returns on investments exceeding the average 90-day bill rate for commercial and cash investments

Level of Service	Current performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Planned Performance Targets Yrs 4-10
Resident population retained	Population 20,205 as at 30 March 2008	Population stable or increasing	Population ≥ 20,200	Population stable or increasing	Population ≥ 20,700
GDP per capita higher than national average	2% higher than national average	Annual GDP per capita higher than national average	2%pa higher than national average	Annual GDP per capita higher than national average	2%pa higher than national average
Annual returns on investment	As at December 2008 this was not being achieved due to declining interest rates.	90 day bill rate exceeded in each quarter	Exceed the average 90-day bill rate for commercial and cash investments.	90 day bill rate exceeded in each quarter	Exceed the average 90-day bill rate for commercial and cash investments.

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

Council holds the following properties for commercial gain. Commercial gain may be from operating revenues or sale of these assets:

Endowment Properties (refer Liability Management and Investment Policy)

Forrester Heights, Oamaru (Endowment property)

Airport Road, Omarama

Airfield Park, Omarama

Omarama Medical Centre, Omarama

Parsons Land, Otematata

West Rd, Otematata

19 and 21 Freyberg Avenue, Kurow

Hospital Hill, Oamaru

Boundary Creek, Oamaru

Isis Street, Oamaru

People

Council does not employ anyone directly in economic development activities.

Waitaki Development Board allocates director time and 1 FTE.

Council's Property and Parks Unit and Financial Services Unit support the commercial investment activities of Council employing 4 FTE's.

WHO PAYS FOR IT?

The Economic Development activity is funded from rates. Rates are recovered from the District. Further information is contained in Council's Financing and Revenue Policy.



TOURISM – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Council has been involved in supporting visitor and tourism infrastructure for many years. Current tourism activities include:

- promoting the District to international and domestic markets
- providing a visible i-Site centre in Oamaru that showcases the District's attractions via a quality information and booking service, along with visitor information at other locations throughout the District
- owning and operating the Oamaru Blue Penguin Colony (OBPC) as an attraction for visitors
- developing, managing and promoting an events schedule

Council contracts Waitaki Development Board to operate and manage Tourism Waitaki, the various information locations and the OBPC.

WHY ARE WE DOING IT?

Council's Tourism activity contributes to the following community outcomes:

Waitaki has a diverse, sustainable and growing economy.

Waitaki's unique culture and heritage are preserved and celebrated.

Tourism is a discretionary activity; however, tourism investment is considered a key factor in downstream economic benefits flowing into the District.

Tourism Waitaki exists to grow our economy by facilitating best practice within the local tourism industry. Using the "Visit Oamaru & Waitaki District" brand, Tourism Waitaki will promote an increased awareness of cultural, natural and heritage attractions, and activities that are authentic and distinctive.

The Oamaru i-Site is one of 92 Visitor Information Network centres in New Zealand and, together with visitor information locations elsewhere in the District, aims to encourage visitors to experience more activities and lengthen their stay in Waitaki and across New Zealand.

Our unique cultural, natural and heritage assets are significantly supported by tourism revenue. This enables us to preserve and enhance the District's culture and heritage, and can also enable a sense of identity and pride in the local community. Without tourism revenue many of these assets would not attract investment to maintain them.

The OBPC is the District's foremost visitor attraction and contributes to demand for bed nights in the District. We own and operate the OBPC in order to promote District tourism and protect penguin welfare.

No significant negative effects have been identified in relation to the Council undertaking this activity.

WHERE ARE WE HEADED?

Council, through Waitaki Development Board supports the local economy by promoting our District to international and domestic visitors.

International and domestic visitors currently purchase more than 308,000 bed nights annually within the District, which with other tourism activities, contributes around \$31.2 million per annum to the local economy. Based on overall trends and the projected availability of tourist accommodation, we expect that the number of bed nights purchased will steadily increase to 340,000 per annum in 2012.

The amount of tourist accommodation available in the District has the capacity to limit or expand the local tourism industry, therefore Waitaki Development Board will be monitoring the number of bed nights purchased and will be encouraging the development of quality tourist accommodation.

Council has adopted a Tourism Strategy that is to be delivered by various stakeholders in the community. The Strategy will be revised in 2010. In the interim, Waitaki Development Board will be prioritising key objectives from the Strategy and identifying specific tasks relating to those objectives.

The OBPC is a vital attraction as it supports demand for bed nights in the District. We will continue to own and operate the OBPC. Waitaki Development Board will increase the range of activities at the Colony to enhance visitor experience. We are working to achieve the eco-tourism qualifications Green Globe and Qualmark for OBPC, and will continue to improve the penguin colony's habitat.

The harbour redevelopment will create tourism opportunities. (See 'Oamaru Port' for further information).

Council will promote lakes camping, walking and biking trails to areas outside the District.

Council, through Tourism Waitaki, will work with local and regional tourism organisations to create and promote tourism opportunities.

The New Zealand tourism industry will continue to be influenced by a number of national and international factors that cannot always be foreseen or mitigated. Council will therefore acknowledge and be responsive to any changes in the tourism environment.

HOW WILL WE GET THERE?

Growing and supporting the local tourism sector will be achieved by:

- fostering partnerships and collaborative relationships with stakeholders at local, regional and national levels, for promoting the District to national and international markets
- adopting and maintaining industry standards, and advising local tourism operators of the relevant standards
- developing plans to boost local tourism industry capacity, improving infrastructure such as signs and developing promotional tools such as information literature
- focussing on key elements of the Tourism Strategy to grow our market share of visitors
- maintaining and expanding the range of visitor activities to attract visitors to the District and to increase the number of bed nights purchased by encouraging visitors to stay longer
- supporting and working with the Waitaki Tourism Association (formed in 2006) to enhance visitor experiences

- recognising, creating and supporting tourism opportunities created through the Oamaru Opera House as a conferencing venue
- expanding the OBPC to enhance the visitor experience by developing a daytime viewing facility, refurbishing the interpretation area, adding a small theatre for education purposes, and improving landscaping in the carpark and entrance areas. \$500,000 of OBPC surpluses has been set aside for this purpose

PROJECT AND DESCRIPTION	YEAR
New Capital Works	
Oamaru Blue Penguin – Daytime facility and Other	2009/10
Renewals – No projects	
Operational	
Historic Precinct	2009/10
Tourism Strategy	Ongoing

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Level of Service	Current performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Planned Performance Targets Yrs 4-10
Visitor bed nights purchased	308,213 in 2007/08	Increase bed nights purchased	Bed nights purchased ≥ 324,000	Increase bed nights purchased	Bed nights purchased ≥ 340,000
Average length of stay	1.57 days in 2007/08	Increase average length of stay	Average length of stay 1.7 days by 2012	Increase average length of stay	Average length of stay 1.8 days by 2019
Visitors to Oamaru Blue Penguin Colony	In 2007/08 there were 41,560 visitors to OBPC	Increase visitor numbers by 3% annually	42,000 visitors annually to the OBPC by 2012	Increase visitor numbers by 3% annually	44,000 visitors annually to OBPC by 2019
Waitaki's market share of the New Zealand tourism industry grows	Waitaki 0.5%; NZ average -1.2% in 2007 (BERL)	Annual tourism GDP growth % higher than NZ average	Higher than NZ average	Annual tourism GDP growth % higher than NZ average	Higher than NZ average

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

The Council owns and operates the Oamaru Blue Penguin Colony.

People

Council does not employ anyone directly in the tourism activity.

Waitaki Development Board allocates director time and staff for Tourism Waitaki, Oamaru I-site and OPBC.

WHO PAYS FOR IT?

Tourism is funded from user charges and rates.

From 2011/12 Council is proposing a new funding policy which seeks a greater contribution (20%) through rates from businesses who are the beneficiaries of Council's tourism activity. This policy will be further consulted upon with stakeholder representatives. That portion not recovered from the beneficiaries of the tourism activity will continue to be recovered through rates levied across all ratepayers of the District.

User charges make the OBPC profitable. The i-Site seeks to maximise revenue from user charges, but it requires a rate contribution to maintain service levels.

For further information, see Council's Financing and Revenue Policy.

GROUP OVERVIEW – COUNCIL AND COMMUNITY BOARDS

The Council and Community Boards group of activities includes the following:

- Council
- Community Boards

These activities of Council contribute to decision-making in all activities and so directly influence all wellbeings and community outcomes. They contribute most directly to the following community outcome:

- Waitaki is served by responsive and efficient government

These activities meet the statutory obligations in respect of governance and representation contained in the Local Government Act 2002 and the Local Electoral Act 2001.

COUNCIL

This activity includes the operation of Council and its Committees, its decision-making, performance monitoring and advocacy roles and its responsibilities as a shareholder in four council-controlled organisations. It involves officer input into these and related governance matters such as conduct of elections, elected members' remuneration and the review of representation arrangements.

The potential for future change is signaled with the ongoing investigations into better regional government structures by Canterbury Councils from Ashburton south to Waitaki.

COMMUNITY BOARDS

This activity includes the operation of the Ahuriri and Waihemo Community Boards and their advocacy, performance monitoring and decision-making role under delegated authority from Council.

Council has not found any significant negative effects that this group of activities may have on the social, economic, environmental or cultural wellbeing of the community.

Further details on the activities can be found in the following summary activity management plans.

Funding for operations and projects in this group will come from rates, as stated in the Financing and Revenue Policy detailed in Volume Two.

WAITAKI DISTRICT COUNCIL - COUNCIL AND COMMUNITY BOARDS PROSPECTIVE ACTIVITY STATEMENT

Annual Plan 2008/09 \$(000)		2009/10 \$(000)	2010/11 \$(000)	2011/12 \$(000)	2012/13 \$(000)	2013/14 \$(000)	2014/15 \$(000)	2015/16 \$(000)	2016/17 \$(000)	2017/18 \$(000)	2018/19 \$(000)
	Operating Expenditure										
295	Council	341	459	362	370	487	388	398	518	419	431
193	Community Boards	211	218	222	226	232	237	242	247	254	261
488	Total Operating Expenditure (1)	552	677	584	596	719	625	640	765	673	692
	Operating Revenue										
	<u>Activity Revenue</u>										
-	Council	-	30	-	-	30	-	-	30	-	-
-	Community Boards	-	-	-	-	-	-	-	-	-	-
-		-	30	-	-	30	-	-	30	-	-
	<u>Rates Revenue</u>										
194	General Rates	220	228	232	237	244	248	254	263	266	273
129	District Services Rates	147	152	155	158	163	165	169	175	178	183
-	Uniform Annual General Charges	-	-	-	-	-	-	-	-	-	-
193	Ward Rates	210	217	222	226	232	237	242	247	254	261
-	Separate Activity Rates	-	-	-	-	-	-	-	-	-	-
516		577	597	609	621	639	650	665	685	698	717
516	Total Operating Revenue	577	627	609	621	669	650	665	715	698	717
28	Net Surplus (Deficit)	25	(50)	25	25	(50)	25	25	(50)	25	25
-	Remove Effect Depreciation Not Funded	-	-	-	-	-	-	-	-	-	-
28	Net "Cash" Surplus (Deficit)	25	(50)	25	25	(50)	25	25	(50)	25	25
	Capital and Resrves Funding Requirements										
	<u>New Capital</u>										
-	All Activities	-	-	-	-	-	-	-	-	-	-
	<u>Renewals</u>										
-	All Activities	-	-	-	-	-	-	-	-	-	-
-		-	-	-	-	-	-	-	-	-	-
-	Loan Repayments	-	-	-	-	-	-	-	-	-	-
28	Transfers to Reserves	25	-	25	25	-	25	25	-	25	25
28		25	-	25	25	-	25	25	-	25	25
	Funded By:										
28	Net "Cash" Surplus (Deficit)	25	(50)	25	25	(50)	25	25	(50)	25	25
-	Transfer from Reserves	-	50	-	-	50	-	-	50	-	-
-	Renewal Funding From Depreciation Reserves	-	-	-	-	-	-	-	-	-	-
28		25	-	25	25	-	25	25	-	25	25
1	(1) Specific Expenses Included Above	1	1	1	1	1	1	1	1	1	1
-	Depreciation	-	-	-	-	-	-	-	-	-	-
-	External Interest	-	-	-	-	-	-	-	-	-	-
-	Internal Interest	-	-	-	-	-	-	-	-	-	-

COMMUNITY BOARDS – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

Within Waitaki District there are two Community Boards - Ahuriri and Waihemo.

The Ahuriri Community Board serves communities in the Ahuriri Ward, including the townships of Kurow, Otematata, Omarama and Lake Ohau. The Waihemo Community Board serves the communities of the Waihemo Ward, including the townships of Hampden, Moeraki, Palmerston, Shag Point, Dunback and Macraes Flat.

The Boards comprise six members each and this activity provides 'local' access and advocacy to Council's broader governance roles.

The main tasks that make up this activity include:

- the conduct of Community Board elections and by-elections
- support for the six-weekly cycle of Board meetings
- representation of, and advocacy for, the interests of the local community, by Boards
- Boards maintaining an overview of Council services to the community and providing feedback to Council
- Boards making submissions to Council (and other parties) and dealing with matter referred to the Board by Council
- making Board decisions under delegated authority
- maintaining communication with the local community

Delegated authority to Boards focuses on local matters. The Community Boards have input into service levels for activities solely funded within the Ward, for example:

- maintaining open spaces
- beautification and playgrounds
- township works
- amenity rate funded projects (street lighting, storm water and kerb and channeling)
- the management of sewerage and urban water schemes.

The Ahuriri Community Board also has responsibilities relating to the Omarama Airfield and Lakes Camping facilities. The Waihemo Community Board has responsibilities regarding the Waihemo Service Centre.

WHY ARE WE DOING IT?

Community Boards contribute to the following community outcomes:

Waitaki is served by responsive and efficient government:

we can be involved in decisions that involve us.

Community Boards in the Ahuriri and Waihemo areas were created by Order of Council in 1989 following the amalgamation of the Oamaru Borough with the Waihemo and Waitaki Counties. Subsequent reviews of the system of elected representation have reinforced the benefits to local democracy of retaining Community Boards.

A healthy local democracy is important to social well-being.

Council also has a variety of powers and duties in regard to governance and elections, under both the Local Electoral Act 2001 and the Local Government Act 2002. These duties also support the fostering of a healthy local democracy.

No significant negative effects have been identified in relation to the Council undertaking this activity.

WHERE ARE WE HEADED?

Much of this activity is focused on complying with statutory obligations under legislation or delegated authority, and Community Boards will continue to fulfill these obligations for the foreseeable future.

In general, the level of service is to be maintained. There is an increasing emphasis nationwide on training and development for Community Board members to undertake additional responsibilities. No increase in resources is proposed for this purpose.

A significant part of this activity involves Community Boards liaising with Council and advocating for the interests of their community through various processes. Over time, Community Boards have become increasingly involved in participating in making decisions and policy as part of Council, rather than being treated as an external stakeholder. For example, Community Board members now attend Budget workshops and meetings. Community Boards will continue to become more closely involved in making decisions with Council in the future.

HOW WILL WE GET THERE?

We will continue to maintain our current levels of service. We will conduct a representation review in 2011/12 and again in 2017/18, which includes a review of the ongoing need for Community Boards.

There are no projects planned for this activity.

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

See table below.

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Planned Performance Targets Yrs 4-10
Elections are undertaken as required with high voter participation	53% of registered electors voted. (2007 election)	Voter turnout for the election	55% turnout in triennial elections	Voter turnout for the election	55% turnout in triennial elections
Residents rate the performance of the Community Board Members highly	58% of residents rate the performance of community board members as very good/fairly good (2007 Communitrak survey)	Resident satisfaction with performance of Community Board Members	60% of residents rate the performance of Community Board members as very good/fairly good	Resident satisfaction with performance of Community Board Members	60% of residents rate the performance of Community Board members as very good/fairly good
Decision-making is undertaken in an open and transparent manner	Not previously reported for community boards	Business conducted in public	95% of Community Board resolutions passed in public meeting	Business conducted in public	95% of Community Board resolutions passed in public meeting.
Community boards advocate to Council on behalf of their community.	New level of service	Number of submissions made to Council by the Board	Establish benchmark in 2009. Benchmark attained in Years 2 and 3.	Number of submissions made to Council by the Board	2009 Benchmark attained in Year 4 to 10.

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

This activity is primarily people-based.

People

There are five elected Community Board members and one appointed Council representative on each Board.

While there are no FTEs specifically dedicated to this activity a range of staff are involved in advising Community Boards, preparing agenda, reports and minutes.

WHO PAYS FOR IT?

The Community Board Activity is funded from rates. Rates are recovered from the relevant Ward.

Further information is contained in Council's Financing and Revenue Policy.

COUNCIL – SUMMARY ACTIVITY MANAGEMENT PLAN

WHAT ARE WE DOING?

This activity is concerned with the governance role of the elected Mayor and Councillors, and matters related to that role.

The main tasks that make up this activity include:

- conducting Council elections, by-elections and polls under the Local Electoral Act 2001
- undertaking six-yearly statutory reviews of the system for elected representation
- creating and maintaining the systems, structures and processes that support governance, including committee structures, Committee appointments, delegation of authority, standing orders, the local governance statement and the code of conduct
- representing the community. This includes maintaining dialogue with residents, informing them of the reasons for Council decisions, and advocating on their behalf
- decision making. This includes deciding what Council will or will not do, and how to pay for activities
- monitoring and review of performance – including review of Quarterly and Annual Reports
- governance of Council Organisations, including appointment of Trustees and Directors, remuneration of directors, and review of Council Organisation performance

Much of this work takes place in Committees and Council meetings.

WHY ARE WE DOING IT?

Council contributes to the following community outcomes:

Waitaki is served by responsive and efficient government: we can be involved in decisions that involve us.

An important part of the community's social well-being is that there is a healthy local democracy. This activity is focused on many of the elements that enable local democracy, including elections and public meetings of Council.

Council also has a variety of powers and duties in regard to governance and elections, under both the Local Electoral Act 2001 and the Local Government Act 2002. These duties also support the fostering of a healthy local democracy.

No significant negative effects have been identified in relation to the Council undertaking this activity.

WHERE ARE WE HEADED?

Much of this activity is focused on complying with statutory obligations and Council will continue to meet these. In general, the level of service is to be maintained.

Council must review its basis of representation during the term of the plan. The Local Government Commission has recommended changes to the Local Electoral Act which could impact on that process.

Waitaki District Council has been working with Timaru, Ashburton, Waimate and McKenzie District Councils to investigate establishing a Central South Island Regional Council which would assume the regional council functions currently performed by Environment Canterbury in these Districts. This reflects concerns that the existing regional governance arrangements do not perform in a manner that reflects the aspirations and needs of the communities south of Ashburton. The establishment of a new regional authority would need the approval of the Minister of Local Government.

We anticipate that investigation into the establishment of this new authority will take some years to progress; however, if a Central South Island Regional Council were to be established, it would mark a significant change in the governance arrangements in place for the Waitaki District.

HOW WILL WE GET THERE?

We will continue to maintain our current levels of service. We will conduct a representation review in 2011/12 and again in 2017/18.

PROJECT AND DESCRIPTION	YEAR
New Capital Works – No projects	
Renewals – No projects	
Operational	
Representation Review	2017/18

HOW WELL ARE WE DOING AND HOW DO WE MEASURE PROGRESS?

Our current and future desired level of service performance is described in the following table:

Level of Service	Current Performance	Planned Performance Measures Yrs 1-3	Performance Targets Yrs 1-3	Planned Performance Measures Yrs 4-10	Planned Performance Targets Yrs 4-10
Elections are undertaken as required with high voter participation	53% of registered electors voted (2007 election)	Voter turnout for the election	55% turnout in triennial elections	Voter turnout for the election	55% turnout in triennial elections
The Mayor and Councillors are accessible and responsive to members of the Community	40% of residents would be comfortable approaching the Mayor and Councillors (2007 Communitrak survey)	Degree of approachability	60% of residents would be comfortable approaching the Mayor and Councillors	Degree of approachability	60% of residents would be comfortable approaching the Mayor and Councillors
Residents rate the performance of the Mayor and Councillors highly	39% of residents rated the performance of Mayor and Councillors as very good/fairly good (2008 residents' survey)	Resident satisfaction with performance of Mayor and Councillors	60% of residents rate the performance of the Mayor and Councillors as very good/fairly good	Resident satisfaction with performance of Mayor and Councillors	60% of residents rate the performance of the Mayor and Councillors as very good/fairly good
Decision-making is undertaken in an open and transparent manner	91% of Council resolutions were passed in public meeting	Business conducted in public	95% of Council resolutions passed in public meeting	Business conducted in public	95% of Council resolutions passed in public meeting
Council governance gives effect to statutory requirements and principles	Achieved	Audit opinion on Annual Report	Annual reports receive unqualified audit opinions	Audit opinion on Annual Report	Annual reports receive unqualified audit opinions
Council demonstrates responsible management of resources	New level of service	% of Annual Plan projects completed	100%	% of Annual Plan projects completed	100%

WHAT RESOURCES DO WE HAVE AND WHAT RESOURCES DO WE USE?

Physical Assets

This activity is primarily people-based. The Council and Committees meet in the Council Chamber which is furnished with some technical equipment to support meeting activities.

People

Council has 10 elected members and a Mayor. The major resources used to support this activity are the Council executive and staff.

While there are no FTEs specifically dedicated to this activity an extensive number of staff are involved in advising Council, preparing agenda, reports and minutes.

WHO PAYS FOR IT?

The Representation Activity is funded from rates. Rates are recovered from the District.

Further information is contained in Council's Financing and Revenue Policy.

FINANCIAL STATEMENTS AND ACCOUNTING POLICIES

This Chapter contains six documents that provide key financial and accounting information related to the Plan as a whole. These six documents are:

- Significant Forecasting Assumptions
- Forecast Financial Statements
- Statement of Accounting Policies
- Balanced Budget Statement
- Funding Impact Statement
- Rates, Fees and Charges

Significant Forecasting Assumptions

This is a statement which identifies all the major assumptions on which the financial estimates are based and the risks associated with them. Where there is a high level of uncertainty, this is recorded and the potential effects are described. This statement is required by Clause II of Schedule 10 to the Act.

Forecast Financial Statements

These are financial statements forecasting the ten-year financial performance of the Council. They include statements of prospective income, prospective changes in equity, a prospective balance sheet and prospective cash flows. These are required by Clause 8 of Schedule 10 of the Act.

Statement of Accounting Policies

This is a statement of accounting policies applied in the preparation of the Draft Plan. This is a requirement of Generally Accepted Accounting Practice, which is itself required under Section III of the Act.

Balanced Budget Statement

This is a statement that explains why the Council has planned not to balance its operating budget in any year of the Plan, and the implications of that decision. It is required under Clause 9 of Schedule 10 of the Act.

Funding Impact Statement

This is a statement which describes, in summary, the mechanisms by which expenditure is funded in the Plan. It is required by Clause 13 of Schedule 10 of the Act.

Rates, Fees and Charges

These are two statements. The first details every rating tool used in Council's rating system and the rate to apply in 2009/10.

The second details all fees and charges and notes any changes by way of a strikeout in the current fee column with details of the new fee in the 2009/10 column.

SIGNIFICANT FORECASTING ASSUMPTIONS

The information in this Waitaki Community Plan is a forecast of Council's future activities and the resulting financial impacts.

In preparing each component of this Plan, Council has made many assumptions and predictions of what might happen in the future. This section summarises the significant assumptions made in the preparation of this plan that may impact on the financial estimates provided.

Due to the nature of forecasting, the actual results are likely to vary from the information enclosed in the Plan.

POPULATION GROWTH

The population of our District is predicted to increase from 20,233 in 2006, to 22,203 in 2016, an increase of nearly 10% and then dropping consistent with impact of the ageing baby boomers. Population growth is one of the most significant factors influencing forecasting and planning at the Council. There are three areas that are predicted to contribute to population growth in our district:

Impact of Irrigation:

It has been 3 years since the development of large scale irrigation. This impact has resulted in population increases and considerable economic activity with proposals to further increase the number of hectares irrigated we anticipate ongoing growth. Of the three areas contributing, to economic and population growth, this is expected to have the greatest influence over the next 20 to 30 years.

The Holcim Cement Plant:

The population projections for the District assume that construction on the cement plant will proceed, and will start by 2011, and that the plant is operating by 2016. It is assumed that 85% of the workers needed to construct the plant will be from outside the District, while 70% of the workers needed for the operation of the plant will be from inside the District. During the construction period, housing availability in Weston, Oamaru, and the surrounding area is expected to be an issue. However, if the plant doesn't proceed, this will not materially affect Council's activities.

Winery Development:

We estimate that the area covered by vineyards will expand from 100ha, to 500ha by 2036. This estimate is considered to be conservative. The population growth associated is expected to be focused in Kurow, Duntroon and surrounding areas.

Population growth of 10% over the time of this proposal is largely able to be managed within existing infrastructure capacity

As well as population growth, there are two other areas of growth that are important to our planning: economic growth and an increase in the number of dwellings in the district:

Economic Growth:

Because of the predicted increase in population and its link to job growth, it is reasonable to assume that there will be an increase in GDP per capita within the District. Council has reconsidered its economic growth projections in light of the global economic downturn. There is also a high level of uncertainty about what the next few years hold in terms of the worldwide and national economic picture.

Dwelling growth:

It is predicted that there will be 1900 new dwellings built in the District over the next 30 years. This number is above and beyond the number of houses needed to accommodate the increase in population (as outlined above), and represents an increase in the number of holiday homes, and an increase in the number of properties needed to accommodate smaller households.

The effect of growth is shown largely through the capital projects included in the Development Contribution Policy. Operating costs increases as a result of growth are minimal, except as a consequence of the growth portion of capital projects.

The following table explains what the assumptions are, the risks if the assumptions don't hold true, how likely the assumptions are to be correct, and any effect this would have on the financial information provided in the Community Plan.

Assumption	Risk	Level of Uncertainty	What effect risk might have on financial information
Population Growth: The population of the District is expected to increase by approximately 10% by 2016. Visitor numbers will increase	The population will grow more rapidly and/or in greater numbers than predicted. Irrigation Holcim Cement Plant may not proceed (meaning prediction of increase in population related to staffing plant is invalid). Viticulture may not be as successful as predicted. Population growth is significant in a localized area, putting pressure on infrastructure. Visitor numbers grow more rapidly than predicted, putting strain on current resources.	Medium	The major driver for population growth is irrigation. Viticulture and the Holcim Cement Plant are also expected to contribute to the population growth. These three drivers are linked strongly to business investment. This could be adversely affected by the global credit crunch. Without these economic drivers the district population is likely to decline consistent with the aging of the baby boom generation and population movements to major centres. The effect of this will be an excess of infrastructure capacity. With high fixed costs it is likely that service levels will become more expensive or will have to decline to maintain affordability.
Dwelling numbers: The number of dwellings in the district will increase by more than 1900 in the next 30 years.	The number of dwellings will be higher than forecast.	Low	The building activity is reasonably flexible to changes in demand. Infrastructure such as water & sewer needs capacity for future growth. There is a risk that demand will be greater than planned, which will inhibit growth.
Growth Economic Growth as measured by Waitaki GDP/Capita will increase slightly	Growth is lower than anticipated or we experience negative growth. Changes in economic activity (for example, land use changes, Holcim, viticulture, demographic change), are not as assumed.	Medium	The global credit crunch is likely to impact on economic growth in the short term. In its 2009 budget statement the government predicted 9 years of deficits and growing unemployment. The economic downturn is now expected to be longer than initially expected when preparing the Draft Waitaki Community Plan.. Therefore it is likely the benefits of business investment will increase GDP/Capita over a term longer than this proposal. The change is likely to have a small impact on Council proposals.
Levels of Service: Service levels remain unchanged, except where stated as projects.	There are no significant changes in customer need regarding service levels.	Low	Service levels have been defined through significant consultation with communities in recent years.
Resource Consents: Resource consents will be renewed without significant change in conditions. Except as noted in each Activity Management Plan, where changes are reasonably expected on renewal of	Conditions of resource consents are altered significantly.	Low	Otago Regional Council and Environment Canterbury have demonstrated on-going programme of additional restrictions on consent requirements that may lead to significant costs or redevelopment of infrastructure. Council believes there is one waste water scheme that may be affected over the ten year period which may cost \$100,000 to \$200,000 to remedy. Given the high level of

Assumption	Risk	Level of Uncertainty	What effect risk might have on financial information
consents.			uncertainty, this has not been included in the financial estimates.
Water That the water allocation plan developed by the Waitaki Water Allocation Board remain effective for irrigation and human consumption uses.	Water from the Waitaki River dries up (Global Warming effects) or is reallocated to other irrigation or electricity demands reducing the availability to the District.	Low	The District's future development relies heavily on the availability of water and the responsible management, distribution, and protection of existing and future water sources. Growth projections are dependent on a continued and plentiful supply of safe water.
Solid Waste Assumptions: Oamaru and Palmerston landfills will remain open for another 3 years and there after all waste will be disposed of out of District for the balance of this Plan. Council will continue to comply with relevant environmental standards, the Waste Minimisation Act and resource consent conditions in carrying out this activity.	That these landfills reach consent limits sooner. A new landfill is needed, as out of District services cease to be available. No appropriate site is found to base future landfills. Charges for future waste collection and disposal would have to rise to meet the costs associated with new landfills and/or alternative methods of waste disposal.	High	Although there is life in the consents of these landfills they may fill to the capacity of the consent prior to reaching the end of the consent life. Significant costs are involved in the construction of a new landfill, and, should an appropriate site not be found, we will have to transport waste to a landfill outside the District. Waste minimisation services are expected to have a positive impact on the amount of residual waste going to local landfills. For the 2012/13 financial year, there is funding budgeted (through the raising of loans) for the establishment of a transfer station in the Waihemo Ward and for the establishment of a central station in 2012/13. The waste business is highly volatile with the potential for significant new costs including new Emissions Trading Scheme charges. Projects in this area may vary significantly from our proposal and costs may be much higher.
Climate Change: That climate change will have an impact on the District similar to that predicted in the Ministry for the Environment guidance "Preparing for Climate Change" (July 2008). Council acknowledges there is further work to be carried out to identify the impact climate change may have on its activities. Current infrastructure, for example, stormwater systems, are adequate to cope with the effects of climate change	Climate change occurs faster than predicted.	Low	There is uncertainty around the rate of climate change and the impact it will have; however, it is appropriate that Council have regard to possible impacts when considering investment in infrastructural assets which have a long life and are a major cost for Council. Infrastructural assets are insured against natural disaster; however, this does not cover some of the effects of climate change. There is a financial cost associated with taking action to adapt to the effects of climate change; however, there could potentially be a much greater cost associated with taking no action to adapt assets and activities to cope with the anticipated effects of climate change. Where potential impacts have been identified on specific activities,

Assumption	Risk	Level of Uncertainty	What effect risk might have on financial information
<p>during the term of this proposal.</p> <p>Sea level change could affect coastal settlements. It is assessed that this will not be significant during the term of this Plan.</p>			<p>these are noted in the activity summaries included in this Community Plan.</p> <p>Climate change may have an impact on the frequency of extreme rainfall events, which, in turn, may have an effect on the frequency and severity of flooding. The impact of climate change will be monitored.</p>
<p>Emissions Trading Scheme (ETS): The inflationary impact of the Energy Trading Scheme will have a 1.1% impact on general inflation in the year 2010/11</p>	<p>Council has taken advice from BERL to determine that by 2010/11, fossil fuels, stationary energy and industrial processes will have entered the scheme and that it likely that most costs will face a one –off increase as a result of the introduction of this scheme.</p> <p>Assuming a price of emission units of NZ\$50 per tonne of CO₂, this is estimated to create a 1.1% one-off increase in the Consumer Price Index.</p> <p>As Council's spending is different from consumer spending there is a risk that the impact will be more severe, however we have not been able to model this.</p> <p>The impact of climate change is resulting in governments responding quickly and unpredictably.</p> <p>The new government has different philosophies on climate change than its predecessor. At present it is unclear how they will respond to this, as it relates to the ETS.</p>	Medium	<p>The inflation figures shown at the foot of this policy have been adjusted for the one off change of 1.1% in 2010/11.</p> <p>The effect of removing this will be to reduce the expected rate increase in 2010/11 only.</p>
<p>Natural Disasters: There will be no natural disasters causing significant damage to infrastructure.</p>	<p>Natural disasters causing significant damage cannot be funded from existing budgets or insurance.</p>	Medium	<p>There is a low history of significant events. Although in recent times the frequency of significant events internationally is linked to potential climate change theories. Financial risks have been mitigated through a combination of external insurance and self insurance with Council's own disaster fund.</p> <p>The Crown has demonstrated a willingness to provide aid in the event of a major disaster.</p> <p>Planned costs exclude any financial implications of natural disasters,</p>

Assumption	Risk	Level of Uncertainty	What effect risk might have on financial information
			other than the funding of external insurance and self-insurance.
Replacement of Assets: Assets will be replaced at the end of their economic life. As part of condition assessments and revaluations, the economic lives of assets are reassessed consistent with the approach set out in the accounting policies, including estimated asset lives.	Asset lives are shorter than expected, leading to inadequate replacement reserves, or asset lives a significantly longer than expected leading to overcharging of depreciation.	Low	Detailed asset management plans and data have been maintained and are regularly reviewed. Assumptions on asset lives are independently reviewed as part the revaluation processes.
Legislation: There will be no significant change in legislation.	New legislation introduces new activities to Council or significantly changes Councils involvement in the activity.	Medium	Parliament regularly introduces new regulation requiring local government compliances and/or monitoring. These changes in legislation can have a significant effect on the allocation of resources for Council.
Inflation: Price level changes will be as assessed by the Bureau of Economic Research Limited for the Society of Local Government Management.	Price level changes are higher than expected.	High	<p>These policies have been developed in conjunction with The Reserve Bank, whose responsibility is to manage inflation. As the Global Credit crunch has shown New Zealand is significantly impacted by factors outside of our control.</p> <p>Where Council inflation is similar to income inflation this will have no significant effect on this proposal. Where Council inflation is much greater than household income, affordability of rates becomes a major factor which could cause a review of this proposal.</p>
New Zealand Transport Agency (NZTA): NZTA financial assistance rate for the land transport programme will remain a 57% for the life of the Plan. This rate has been confirmed for the first 3 years of the Plan.	That the NZTA financial assistance rate decreases.	Medium	<p>NZTA funding is significantly restrained with a tendency for populated areas such as Auckland to attract greater subsidy.</p> <p>The impact of a drop in subsidy will be an increase in the ratepayer contributions to roading costs.</p>
Debt: Council has no significant external debt at the start of this Plan. Some projects within this Plan require loan funding. This will be primarily provided from internal resources. The basis of providing this is described in the Liability Management and Investment Policy in Volume Two. Council will need to borrow externally to meet cashflow requirements. Council	<p>Interest rates are significantly higher than budgeted.</p> <p>Council's cash flows will require long-term borrowing.</p>	Medium	<p>See below for interest rate risk.</p> <p>The effect of short term borrowing is of low significance.</p> <p>Borrowing is well within Council's Borrowing Management and Investment Policy limits.</p>

Assumption	Risk	Level of Uncertainty	What effect risk might have on financial information
has facilities in place to meet these requirements. Loans will be charged interest at Council's weighted average cost of funds. This has been assumed to be 7.5% across the life of the Plan.			
Interest : Interest Rates have been assessed at 7.5% throughout the period.	Interest rates are significantly higher than budgeted.	Medium	It is anticipated that Council will be a net investor. Short term periods of high or low interest may occur.
Revaluations: Revaluations will occur three yearly and be in line with the price level adjustments below. Refer to the accounting policies for revaluation cycles.	Values change significantly.	Medium	Periods of high inflation, relating to a particular product or changes in technology may affect the value of an asset group so as to require revaluations outside of the normal cycle. Revaluations affect depreciation expenses and therefore rates.
North Otago Irrigation Company Loan (NOICL) \$10.0M: This loan is treated as an investment, earning interest at our average cost of capital (7.5%). This interest is compounded. The loan is for 10 years with repayments made as stage 2 of the NOICL scheme develops. For the purpose of preparing the Forecast Financial Statements the loan has been treated as being repaid at the end of the term.	This loan is secured.	Low	Should the loan be repaid early, Council will invest the capital in accordance with the Borrowing Management and Investment Policy. Council will recognise interest revenue in accordance with the interest rate assumption. Actual cash flows are uncertain during the 10 years of the loan, however any early repayment will not have a significant impact on Council's financial position.

PRICE LEVEL CHANGES

Accounting rules require that Council adjust its forecast financial information to take account of the impact of inflation. This should more fairly indicate rates movements, particularly in the first three years of the Plan.

These price level adjustments have been applied to all core budgets and projects. In order to take account of the impact of revaluation movements these have also been applied to depreciation expenses.

Table 1 lists the total (or cumulative) percentage change from the year ended June 2008 for each of the adjusters. This table has been used to calculate the increase of future year expenses based on 2009 costs.

Table 1 Adjustors: total % change from June 2008

Year ending	Road	Property	Water	Energy	Staff	Pipes	Earthworks	Private Labour	Other
June 09	5.0	2.3	8.0	9.0	2.6	3.9	4.0	2.6	6.0
June 10	9.7	6.2	13.4	13.5	6.4	7.5	9.2	6.7	10.7
June 11	12.6	9.1	15.9	16.5	9.0	11.2	12.4	10.3	14.4
June 12	15.7	12.7	19.6	19.2	11.6	14.6	16.1	13.1	17.1
June 13	18.5	15.7	23.2	22.5	14.6	18.3	19.9	15.9	19.9
June 14	21.3	18.5	27.0	26.0	17.6	22.2	24.2	19.1	22.7
June 15	24.1	22.0	31.2	30.1	20.6	26.3	28.7	22.3	25.5
June 16	27.1	25.7	35.5	34.4	23.7	30.6	33.1	25.5	28.5
June 17	30.2	28.9	40.0	38.9	27.5	35.3	37.3	28.8	31.6
June 18	33.4	32.0	44.8	43.6	31.5	40.0	41.7	32.3	34.8
June 19	36.3	35.0	49.8	48.5	35.5	45.0	46.3	35.3	38.1

FORECAST FINANCIAL STATEMENTS



Prospective Statement of Comprehensive Income

2008/09 \$000		2009/10 \$000	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000	2015/16 \$000	2016/17 \$000	2017/18 \$000	2018/19 \$000
	Operating Revenue										
22,980	Rates Revenue	23,764	25,155	26,605	27,909	28,678	29,589	29,983	30,604	31,241	31,394
6,111	Activity Revenue	7,585	7,882	8,086	8,312	10,219	10,413	10,696	10,974	11,199	11,516
160	Development Contributions	863	1,001	1,043	1,084	1,125	1,172	989	1,033	1,076	1,122
1,040	Investment Income	1,150	1,274	1,351	1,426	1,530	1,844	2,405	3,023	3,666	4,306
5,527	Subsidies	11,092	6,892	16,152	8,269	7,264	7,048	7,358	7,432	7,846	8,010
-	Other Gains and (Losses)	-	-	-	-	-	-	-	-	-	-
35,818	Total Revenue	44,454	42,204	53,237	47,000	48,816	50,066	51,431	53,066	55,028	56,348
	Operating Expenses										
18,697	Activity Expenditure	19,863	20,330	21,103	21,728	24,376	24,832	25,544	26,205	26,843	27,444
9,597	Depreciation	10,703	11,331	12,155	12,409	12,989	13,730	13,819	14,365	15,146	15,253
6,708	Employee Benefits	7,525	7,909	8,160	8,360	8,597	8,798	9,022	9,270	9,533	9,823
591	Interest Expense	70	202	368	373	137	-	-	-	-	-
35,593	Total Expenditure	38,161	39,772	41,786	42,870	46,099	47,360	48,385	49,840	51,522	52,520
225	Net Surplus / (Deficit)	6,293	2,432	11,451	4,130	2,717	2,706	3,046	3,226	3,506	3,828
	Other Comprehensive Income										
32,172	Gains/(Loss) on Revaluation	16,860	2,998	54,001	10,639	8,758	51,205	12,369	9,323	56,975	13,647
32,172	Total Other Comprehensive Income	16,860	2,998	54,001	10,639	8,758	51,205	12,369	9,323	56,975	13,647
32,397	Total Comprehensive Income for the Year	23,153	5,430	65,452	14,769	11,475	53,911	15,415	12,549	60,481	17,475

Prospective Statement of Changes in Equity

2008/09 \$000		2009/10 \$000	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000	2015/16 \$000	2016/17 \$000	2017/18 \$000	2018/19 \$000
631,606	Public Equity at 1 July	664,003	687,156	692,586	758,038	772,807	784,282	838,193	853,608	866,157	926,638
225	Net Surplus for the Period	6,293	2,432	11,451	4,130	2,717	2,706	3,046	3,226	3,506	3,828
32,172	Incr/(Decr) in Revaluation Reserves	16,860	2,998	54,001	10,639	8,758	51,205	12,369	9,323	56,975	13,647
32,397	Total Recognised Revenues and Expenses	23,153	5,430	65,452	14,769	11,475	53,911	15,415	12,549	60,481	17,475
664,003	Public Equity at 30 June	687,156	692,586	758,038	772,807	784,282	838,193	853,608	866,157	926,638	944,113

2008/09 \$000
304,350
342,915
7,444
9,294
664,003
647,087
208
650
17,808
66
665,819
521
4,854
59
840
-
1
6,275
672,094
584
7
14
605
-
6,522
291
670
-
3
7,486
8,091
664,003

Public Equity

Ratepayers' Equity
Revaluation Reserves
Operating Reserves
Other Reserves

Represented By:

Non-Current Assets

Property, Plant & Equipment
Intangible Assets
Forestry
Other Financial Assets
Trade & Other Receivables

Current Assets

Cash and Cash Equivalents
Trade & Other Receivables
Inventories
Non-Current Assets Held for Sale
Other Financial Assets
Provision Tax Paid in Advance

Total Assets

Non-Current Liabilities

Provisions
Employee Entitlement Liabilities
Borrowings

Current Liabilities

Short Term Borrowing
Trade & Other Payables
Provisions
Employee Entitlement Liabilities
Provision for Taxation
Current Portion of Borrowings

Total Liabilities

Net Assets

Prospective Balance Sheet

2009/10 \$000	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000	2015/16 \$000	2016/17 \$000	2017/18 \$000	2018/19 \$000
311,266	313,874	326,493	329,839	331,810	332,927	334,294	335,926	338,123	339,762
359,775	362,773	416,774	427,413	436,171	487,376	499,745	509,068	566,043	579,690
6,284	6,277	5,392	5,680	5,759	5,920	6,239	6,558	6,958	7,530
9,831	9,662	9,379	9,875	10,542	11,970	13,330	14,605	15,514	17,131
687,156	692,586	758,038	772,807	784,282	838,193	853,608	866,157	926,638	944,113
669,086	676,018	744,019	755,595	762,572	810,459	818,463	823,049	875,451	884,179
217	221	208	176	159	155	154	151	145	139
650	650	650	650	650	650	650	650	650	650
18,777	19,817	20,938	22,140	23,432	4,916	4,916	4,916	4,916	4,916
972	888	798	701	596	484	372	251	121	16
689,702	697,594	766,613	779,262	787,409	816,664	824,555	829,017	881,283	889,900
67	-255	-561	-881	-688	4,134	31,667	39,745	47,951	56,834
4,920	4,927	4,933	4,940	4,948	4,955	4,955	4,964	4,973	4,948
59	59	59	59	59	59	59	59	59	59
1,900	1,400	930	710	185	105	-	-	-	-
-	-	-	-	-	19,905	-	-	-	-
1	1	1	1	1	1	1	1	1	1
6,947	6,132	5,362	4,829	4,505	29,159	36,682	44,769	52,984	61,842
696,649	703,726	771,975	784,091	791,914	845,823	861,237	873,786	934,267	951,742
584	584	584	584	584	584	584	584	584	584
7	7	7	7	7	7	7	7	7	7
11	8	5	3	1	-	-	-	-	-
602	599	596	594	592	591	591	591	591	591
1,850	3,500	6,300	3,650	-	-	-	-	-	-
6,077	6,077	6,077	6,077	6,077	6,077	6,077	6,077	6,077	6,077
291	291	291	291	291	291	291	291	291	291
670	670	670	670	670	670	670	670	670	670
-	-	-	-	-	-	-	-	-	-
3	3	3	2	2	1	-	-	-	-
8,891	10,541	13,341	10,690	7,040	7,039	7,038	7,038	7,038	7,038
9,493	11,140	13,937	11,284	7,632	7,630	7,629	7,629	7,629	7,629
687,156	692,586	758,038	772,807	784,282	838,193	853,608	866,157	926,638	944,113

Prospective Statement of Cash Flows

2008/09 \$000		2009/10 \$000	2010/11 \$000	2011/12 \$000	2012/13 \$000	2013/14 \$000	2014/15 \$000	2015/16 \$000	2016/17 \$000	2017/18 \$000	2018/19 \$000
Cash Flows from Operating Activities											
22,980	Receipts from Rates Revenue	23,764	25,155	26,605	27,909	28,678	29,589	29,983	30,604	31,241	31,394
-	Interest Received	31	84	80	74	88	305	1,431	2,873	3,516	4,156
150	Dividends / Subventions Received	150	150	150	150	150	150	150	150	150	150
11,798	Receipts from Other Revenues	19,540	15,775	25,281	17,665	18,608	18,633	19,043	19,439	20,121	20,648
(25,405)	Payments to Suppliers & Employees	(27,388)	(28,239)	(29,263)	(30,088)	(32,973)	(33,630)	(34,566)	(35,475)	(36,376)	(37,267)
(591)	Interest Paid	(70)	(202)	(368)	(373)	(137)	-	-	-	-	-
-	GST Net	-	-	-	-	-	-	-	-	-	-
8,932	Net Cash from Operating Activities	16,027	12,723	22,485	15,337	14,414	15,047	16,041	17,591	18,652	19,081
Cash Flows from Investing Activities											
671	Proceeds from Sale of P.P. & E.	1,063	2,572	2,076	1,609	1,393	872	796	695	700	705
12	Proceeds from Sale of Investments	28	77	84	90	97	105	20,841	112	121	130
(13,818)	Purchase of P.P. & E.	(18,419)	(17,341)	(27,748)	(14,703)	(12,059)	(11,200)	(10,144)	(10,320)	(11,267)	(11,033)
-	Acquisition of Investments	(1,000)	-	-	-	-	-	-	-	-	-
(13,135)	Net Cash Flow from Investing Activities	(18,328)	(14,692)	(25,588)	(13,004)	(10,569)	(10,223)	11,493	(9,513)	(10,446)	(10,198)
Cash Flows From Financing Activities											
4,150	Proceeds from Borrowings	1,850	1,650	2,800	-	-	-	-	-	-	-
(3)	Repayment of Borrowings	(3)	(3)	(3)	(2,653)	(3,652)	(2)	(1)	-	-	-
4,147	Net Cash Flow from Financing Activities	1,847	1,647	2,797	(2,653)	(3,652)	(2)	(1)	-	-	-
(56)	Net Increase/(Decrease) in Cash	(454)	(322)	(306)	(320)	193	4,822	27,533	8,078	8,206	8,883
577	Total Cash Resources at 1 July	521	67	(255)	(561)	(881)	(688)	4,134	31,667	39,745	47,951
521	Total Cash Resources at 30 June	67	(255)	(561)	(881)	(688)	4,134	31,667	39,745	47,951	56,834
Reconciliation of Operating Profit to Net Cash Flows from Operating Activities											
225	Operating Surplus	6,293	2,432	11,451	4,130	2,717	2,706	3,046	3,226	3,506	3,828
9,597	Non-cash Adjustments										
(890)	Depreciation	10,703	11,331	12,155	12,409	12,989	13,730	13,819	14,365	15,146	15,253
	Accrued Interest Income	(969)	(1,040)	(1,121)	(1,202)	(1,292)	(1,389)	(824)	-	-	-
8,932	Net Cash Flow from Operating Activities	16,027	12,723	22,485	15,337	14,414	15,047	16,041	17,591	18,652	19,081

STATEMENT OF ACCOUNTING POLICIES

REPORTING ENTITY

These draft prospective financial statements of the Waitaki District Council are for the years ending 30 June 2010 to 30 June 2019 and were authorised for issue by Council on 10 March 2009.

The Waitaki District Council (Council) is a territorial local authority governed by the provisions of the Local Government Act 2002. These statements are produced under sections 98, 99 and 101 of the Local Government Act 2002.

These prospective financial statements have been prepared for Council only and do not include information for the Council Controlled Trading Organisations Whitestone Ltd., Waitaki Development Board Ltd., Waitaki District Health Services Ltd and Omarama Airfield Ltd.

Council has not presented group prospective financial statements because Council believes that the parent prospective financial statements are more relevant to users. The main purpose of prospective financial statements in the Long Term Council Community Plan is to provide users with information about the core services that Council intends to provide ratepayers, the expected cost of those services and as a consequence how much Council requires by way of rates to fund the intended levels of service. The level of rate funding required is not affected by subsidiaries except to the extent that Council obtains distributions from those subsidiaries. Distributions from Council's subsidiary, Whitestone Limited, are included in the prospective financial statements of Council.

The primary objective of Council is to provide services or goods for the community for social benefit rather than making a financial return. Accordingly, Council has designated itself as public benefit entities for the purposes of New Zealand equivalents to International Reporting Standards (NZ IFRS).

BASIS OF PREPARATION

The Council, who are authorised to do so and believe that the assumptions underlying these prospective financial statements are appropriate, has approved the Long Term Council Community Plan for distribution. The Council and Management of the Waitaki District Council accepts responsibility for the preparation of the prospective financial statements, including the appropriateness of the assumptions underlying the prospective financial statements and all other required disclosures.

The Council updated the prospective financial statements subsequent to presentation in March 2009. The final prospective financial statements were presented to Council for adoption on 30 June 2009.

This Annual Plan has been prepared in accordance with Financial Reporting Standard 42 (FRS 42) 'Prospective Financial Statements'. The actual financial results are likely to vary from the information presented in these prospective financial statements, and the variations may be material.

These prospective financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice (NZ GAAP) and the requirements of the Local Government Act 2002. These statements are produced under Section 95, part 6, and Part 2 of schedule 10 of the Act. They comply with NZ IFRS and other applicable Financial Reporting Standards as appropriate for Public Benefit Entities.

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

No actual financial results have been incorporated within the prospective financial statements.

The prospective financial statements have been prepared on an historical cost basis, modified by the revaluation of certain property, plant and equipment: land and buildings, certain infrastructural assets, investment property and biological assets.

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

SPECIFIC ACCOUNTING POLICIES

The following specific accounting policies that significantly affect the measurement of operating results, cash flows and financial position have been applied.

INCOME RECOGNITION

Revenue is measured at the fair value of consideration received.

- Rates are recognised when set.
- Water billing revenue is recognised when invoices are issued.
- Government grants and subsidies are recognised when eligibility has been established.
- Operating revenues represent the gross revenue from commercial operations in the ordinary course of business and are recognised when earned.
- Fees and charges are recognised when invoiced.
- Rebates are recognised when received.
- Interest income is recognised when earned.
- Dividends are recognised when received.
- Vested Infrastructural Assets are recognised when Council accepts transfer from the subdivider. The value recognised is based on certified engineers' certificates.
- Development and financial contributions are recognised at the later of invoicing or the event that will give rise to a requirement for a development or financial contribution under the relevant legislation.
- Sales of goods are recognised when a product is sold to the customer. Sales are usually in cash or by credit card. The

recorded revenue is the gross amount of the sale, including credit card fees payable for the transaction. Such fees are included in other expenses.

CONSTRUCTION CONTRACTS

Profits on contracts are recognised progressively over the period of each contract. The amount included in the Income Statement and the value of contract work in progress are established by assessment of individual contracts taking into account the proportion of work completed, cost analysis and estimated final results. Foreseeable losses on a contract are recognised immediately. The method used to determine the proportion of the work completed is the proportion of the contract cost incurred for work performed to date in relation to the estimated total contract costs.

If payments received from customers exceed the income recognised, then the difference is presented as prepaid income in the balance sheet.

BORROWING COSTS

Borrowing costs are recognised as an expense in the period in which they are incurred. No borrowing costs are capitalised.

LEASES

Finance Leases:

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. The leased assets and corresponding liabilities are recognised and the leased assets are depreciated over the period benefit is expected from their use.

Operating Leases:

Operating leases are all other leases, i.e. a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. These are charged on a straight-line basis over the term of the lease.

TRADE AND OTHER RECEIVABLES

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

GOODS AND SERVICES TAX

These accounts have been prepared on a GST exclusive basis and any net GST due or owing at balance date is included in debtors or creditors (as appropriate). Debtors and creditors are stated inclusive of GST. Where GST is not recoverable as an input tax then it is recognised as part of the related asset or expense.

INCOME TAX

Income tax expense in relation to the surplus or deficit for the period comprises current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable profit for the current year, plus any adjustments to income tax payable in respect of prior years. Current tax is calculated using rates that have been enacted or substantially enacted by 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 profit.

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 profit nor taxable profit.

Deferred tax is recognised on taxable temporary differences arising on investments in subsidiaries and interests in joint ventures, except where the company can control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised, using tax rates that have been enacted or substantially enacted by balance date.

Current tax and deferred tax is charged or credited to the income statement, except when it relates to items charged or credited directly to equity, in which case the tax is dealt with in equity.

CASH AND CASH EQUIVALENTS

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. The carrying value of cash at bank and term deposits with maturities less than 3 months approximate fair value. Bank overdrafts are shown within borrowings in current liabilities in the Balance Sheet.

INVENTORIES

Inventories, comprising materials and work-in-progress, are stated at the lower of cost and net realisable value. Cost is determined on a first-in first-out basis. The write down from cost to net realisable value is recognised in the income statement.

WORK IN PROGRESS

Work-in-progress includes materials and labour costs accumulated against jobs, but not invoiced as at balance date.

FINANCIAL ASSETS

Council classified its financial assets into the following four categories: financial assets at fair value through the income statement, held to maturity investments, loans and receivables and available-for-sale financial assets. The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at every reporting date.

Financial assets are initially measured at fair value plus transaction costs unless they are carried at fair value through the income statement in which case the transaction costs are recognised in the income statement.

Purchases and sales of financial assets are recognised on trade-date, the date on which the Council commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all the risks and rewards of ownership.

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. The quoted market price used is the current bid price. The fair value of financial instruments that are not traded in an active market is determined using valuation techniques.

Of the four categories of financial assets, only two are relevant to Council.

- Loans and receivables.

These are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial recognition they are measured at amortised cost using the effective interest method. Gains and losses when the asset is impaired or derecognised are recognised in the income statement. Loans and receivables are classified as 'trade and other receivables' and "other financial assets" as appropriate in the balance sheet.

- Available-for-sale financial assets.

Available-for-sale financial assets are those that are designated as available-for-sale or are not classified in any of the other categories above.

This category encompasses:

- investments that Council intends to hold long-term but which may be realised before maturity
- shareholdings that Council holds for strategic purposes. Council's investments in its subsidiary are not included in this category as they are held at cost (as allowed by NZ IAS 27 Consolidated and Separate Financial Statements and NZ IAS 28 Investments in Associates) whereas this category is to be measured at fair value

After initial recognition these investments are measured at their fair value.

Gains and losses are recognised directly in equity except for impairment losses, which are recognised in the income statement. In the event of impairment, any cumulative losses previously recognised in equity will be removed from equity and recognised in income statement even though the asset has not been de-recognised. On de-recognition, the cumulative gain or loss previously recognised in equity is recognised in the income statement.

IMPAIRMENT OF FINANCIAL ASSETS

At each balance date Council assesses whether there is any objective evidence that a financial asset or group of financial assets is impaired. Any impairment losses are recognised in the income statement.

A provision for impairment of receivables is established when there is objective evidence that Council will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the effective interest method.

FINANCIAL LIABILITIES

Interest bearing borrowings are classified as other non-derivative financial instruments and are initially recognized at their fair value. After initial recognition, all borrowings are measured at amortized cost using the effective interest rate method.

TRADE AND OTHER PAYABLES

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

INVESTMENT PROPERTIES

Investment Properties are properties held to earn income or for capital appreciation. These do not include properties held for strategic purposes or to provide a social service. Initially, investment properties are measured at cost including transaction costs unless acquired at less than fair value when they are recognised at fair value.

Investment Properties are valued annually by an independent valuer with extensive market knowledge in the types of investment properties owned by Council. The values were based on open market evidence. Gains or losses arising from a change in fair value between periods are recognised in the income statement in the year they arise. However, given the likely small size of these holdings and historic irregular valuation movements, no gains or losses are recognised in these prospective financial statements.

There is no depreciation on investment properties. Investment properties are derecognised when they have either been disposed of or when the investment property is permanently withdrawn from use and no future benefit is expected from its disposal. Gains or losses on de-recognition are recognised in the income statement in the year of de-recognition.

NON-CURRENT ASSETS HELD FOR SALE

Non-current assets held for sale are separately recognised as a current asset when the sale of an asset is highly probable and management are committed to a plan to sell the asset, and that sale is expected to occur within one year. Non-current assets held for sale are valued at lower of the carrying value and the fair value less disposal costs.

Any impairment losses for write-downs of non-current assets held for sale are recognised in the income statement.

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

Non-current assets are not depreciated while they are classified as held for sale.

FORESTRY

Council owns 140.1ha of primarily pinus radiata in nine blocks in the Waitaki District. These are at varying stages of maturity mainly from 20 – 30 years. As stated in Council's Investment Policy, its involvement in forestry is primarily to meet aesthetic and land protection requirements.

The valuation was performed by Alan Laurie, MNZIF, of Laurie Forestry Limited, a registered forestry consultant and was dated 30 June 2008. Forestry is the estimated worth of the maturing tree stocks in Council's forests as at date of valuation. The valuation method adopted is Net Present Value based on the age and condition of the trees. Council's forests will be re-valued annually by a registered forestry consultant and valuer.

However, given the likely size of these holdings, the primarily non-financial reason for holding these assets, and historic irregular valuation movements, no gains or losses are recognised in these prospective financial statements.

The costs to maintain the forestry assets are included in the income statement.

PROPERTY, PLANT AND EQUIPMENT

Property, Plant and Equipment consists of:

Operational assets – these include land, buildings, landfill (post closure), library books, plant and equipment, furniture and fittings, and motor vehicles.

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

Infrastructure assets – infrastructure assets are the fixed utility systems owned by 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 are shown at cost or valuation, less accumulated depreciation and impairment losses.

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 Council and the cost of the item can be measured reliably.

In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired at no cost, or for a 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 included in the income statement. When re-valued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to retained earnings.

SUBSEQUENT COSTS

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Council and the cost of the item can be measured reliably.

RE-VALUATIONS

Certain classes of assets, as detailed below, are re-valued. Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from fair value.

Land and Buildings:

Council contracted Quotable Value New Zealand to value all its property assets with effect as at 1 July 2007. Council has a policy to revalue every three years.

Infrastructural Assets:

Infrastructural assets are utility assets that provide a continuing service to the community. They are recorded at valuation, based on depreciated replacement cost, with subsequent additions recorded at cost until the next revaluation. Valuations are performed on a three yearly basis.

At balance date Council assesses the carrying values of its infrastructural assets to ensure they do not differ materially from the assets fair values.

The roading network, including bridges, retaining structures and land under roads was valued as at 1 July 2008 by Michael Duggan, NZEE (Civil) of MWH New Zealand Ltd. The water, waste and drainage assets were valued as at 1 July 2006 by Council. The valuation was peer reviewed by John Vessey, BE (Civil) RFPENZ of Opus International Consultants Limited.

Vested Infrastructural Assets are initially recorded at valuation based on engineers' certificates.

Harbour Assets:

Harbour wharves and structures and Oamaru Harbour Breakwater are valued at deemed cost. These assets are not re-valued. These assets were valued by Royds Garden Limited, Consulting Engineers as at June 1992. They are recorded at valuation based on depreciated replacement cost.

Library Collection:

Library collections are carried at depreciated replacement cost. Valuations are performed annually by the Head Librarian and are not subject to independent review because they are based on readily available market prices.

Cultural and Heritage Assets:

These assets provide a cultural or heritage service to the community. These include the Museum artifacts, Forrester Gallery art collection and the Libraries resources. They are recorded at valuation, based on net current value, with subsequent additions recorded at cost.

Accounting for Revaluations:

The results of revaluations of property, plant and equipment are credited or debited to an asset revaluation reserve for that class of asset. Where this results in a debit balance in the asset revaluation reserve, this balance is expensed in the income statement. Any subsequent increase on revaluation that off-sets a previous decrease in value recognised in the income statement will be recognised first in the income statement up to the amount previously expensed, and then credited to the revaluation reserve for that class of asset.

DEPRECIATION

General:

Unless otherwise stated, all Council fixed assets are depreciated on a straight-line basis at rates that will write-off their cost or valuation, less any estimated realisable value, over their expected useful lives. Some members of the Group assets are depreciated on a diminishing value basis where this is considered the most appropriate method for that business.

Land:

Land is not depreciated.

Buildings:

Buildings are depreciated over their expected lives of 2 to 100 years, dependent on the method of construction.

Cultural and Heritage Assets:

Other than Library resources, Cultural and Heritage assets are not depreciated. Library resources are depreciated over their expected lives of 7 years.

Infrastructural Assets:

Depreciation has been calculated on a straight line basis as follows:

Asset	Depreciation Base
Infrastructural:	
Roading	
• formation, base course	not depreciated
• pavement structure	2 – 70 years
• surfacing	2 – 15 years
• drainage, footpaths	2 – 50 years
• bridges, retaining structures	2 – 100 years
• streetlights, railings	2 – 35 years
Water schemes	
• head works	2 – 75 years
• reservoirs	2 – 150 years
• pumps	2 – 20 years
• reticulation	2 – 80 years
Sewerage Schemes	
• reticulation	2 – 80 years
• pumps	2 – 20 years
• treatment works	2 – 100 years
Stormwater reticulation	2 – 80 years
Transfer stations and landfill developments	2 – 20 years
Harbour Assets:	
Wharves and Breakwater	40 – 100 years
Other Assets	
Other Assets are depreciated over their expected useful lives	
Motor Vehicles	2 – 8 years
Office Equipment	2 – 5 years
Office Furniture	2 – 10 years

INTANGIBLE ASSETS

Intangible assets are identifiable non-monetary assets without physical substance. The main categories of intangible assets are:

Software:

Acquired computer software licenses are capitalised on the basis of costs incurred to acquire and bring into use. Costs associated with maintaining

computer software are recognised as an expense when incurred. The useful life of software is 3 to 5 years and is amortised on a straight line basis.

Other:

These are other intangible assets with an identifiable useful life of 25 years. These are amortised on a straight line basis.

Impairment of Property, Plant and Equipment, and Intangible Assets:

Intangible assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. Assets that have a finite useful life are reviewed for indicators of impairment at each balance date. When there is an indication 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 asset's ability to generate net cash inflows and where the entity would, if deprived of the asset, replace its remaining future economic benefits or service.

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 re-valued 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 Income Statement.

For assets not carried at a re-valued amount, the total impairment loss is recognised in the Income Statement.

EMPLOYEE ENTITLEMENTS

Short-term benefits:

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

These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date, retiring and long service leave entitlements expected to be settled within 12 months.

Council recognises a liability and an expense for bonuses where contractually obliged or where there is a past practice that has created a constructive obligation.

Long service leave:

Entitlements that are payable beyond 12 months, such as long service leave and retiring leave; have been calculated on an actuarial basis. 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; and
- the present value of the estimated future cash flows. A discount rate of 6.5% and an inflation factor of 3.0% were used. The discount rate is based on the weighted average of Government interest rates for stock with terms to maturity similar to those of the relevant liabilities. The inflation factor is based on the expected long term increase in remuneration for employees.

Superannuation Schemes:

Defined contribution schemes:

Obligations for contributions to defined contribution superannuation schemes are recognised as an expense in the income statement as incurred.

Multi-employer defined benefit schemes:

Council belongs to a 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 accounting, as it is not possible to determine from the terms of the scheme, the extent to which the surplus/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.

PROVISIONS

Council recognises a provision for future expenditure of uncertain amount of 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 not recognised for future operating losses.

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.

The most significant provisions relate to landfill post closure costs. Council owns Oamaru and Palmerston operational landfills. Council is also responsible for a number of closed landfills throughout the Waitaki District. Council has a legal obligation to apply for resource consents when the landfills reach the end of their operating life and are to be closed.

These resource consents will set out the closure requirements and the requirements for ongoing maintenance and monitoring at the landfill site after closure. A provision for post-closure costs is recognised as a liability when the obligation for post-closure arises.

The provision is measured on the present value of future cash flows expected, taking into account future events, including new legal requirements and known improvements in technology. The provision includes all costs associated with landfill post closure. The discount rate used is a rate that reflects the current market assessments of the time value of money and the

risks specific to Council. The estimated future costs of meeting this obligation have been accrued and charged. The calculations assume no change in the legislative requirements for post-closure treatment.

Amounts provided for landfill post closure are capitalised to the landfill assets where they give rise to future economic benefits. The capitalised landfill asset is depreciated over the life of the landfill based on the anticipated capacity used.

FINANCIAL INSTRUMENTS

The Group is party to financial instrument arrangements as part of everyday operations. These financial instruments include bank overdraft facilities and draw-down facilities, short-term deposits, investments, debtors and creditors.

All financial instruments are recognised in the Balance Sheet. Income and expenditures in relation to all financial instruments are recognised in the Income Statement.

EQUITY

Equity is the Community's interest in the Council as measured by total assets less total liabilities. Public equity is disaggregated and classified into a number of reserves to enable clearer identification of the specified uses that Council makes of its accumulated surpluses.

The components of equity are:

- Ratepayers Equity
- Restricted reserves (Special Funds)
- Operating Reserves
- Asset Revaluation Reserves

RESERVES

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

Operating reserves are reserves established by Council decision. The Council may alter them without reference to any third parties or the Courts. Transfers to and from these reserves are at the discretion of the Council.

Asset revaluation reserves represent unrealised gains on assets owned by Council. The gains are held in the reserve until such time as the gain is realised and a transfer can be made to operating reserves.

CAPITAL MANAGEMENT

The Council's capital is its equity (or ratepayers' funds), which comprise retained earnings and reserves.

Equity is represented by net assets.

The Local Government Act 2002 (the Act) requires the Council to manage its revenues, expenses, assets, liabilities, investments, and general financial dealings prudently and in a manner that promotes the current and future interests of the community. Ratepayer's funds are largely managed as a by-product of managing revenues, expenses, assets, liabilities, investments, and general financial dealings.

The objective of managing these items is to achieve intergenerational equity, which is a principal promoted in the Act and applied by the Council. Intergenerational equity requires today's ratepayers to meet the costs of utilising the Council's assets and not expecting them to meet the full cost of long term assets that will benefit ratepayers in future generations. Additionally, the Council has in place asset management plans for major classes of assets detailing renewal and maintenance programmes, to ensure ratepayers in future generations are not required to meet the costs of deferred renewals and maintenance.

The Act requires the Council to make adequate and effective provision in its Long Term Council Community Plan (LTCCP) and in its annual plan (where

applicable) to meet the expenditure needs identified in those plans. And the Act sets out the factors that the Council is required to consider when determining the most appropriate sources of funding for each of its activities. The sources and levels of funding are set out in the funding and financial policies in the Council's LTCCP.

GROUPS OF ACTIVITIES

The Groups of Activities, as provided in the Annual Plan, 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:

Cost Allocation:

Council has derived the net cost of service for each significant activity of the Council, using the cost allocation system outlined below.

Cost Allocation Policy:

Direct costs are charged directly to significant activities. Indirect costs are charged to significant activities based on cost drivers and related activity/usage information.

Criteria for Direct and Indirect Costs:

"Direct Costs" are those costs directly attributable to a significant activity. "Indirect Costs" are those costs that cannot be attributed in an economically feasible manner to a specific significant activity.

Cost Drivers for Allocation of Indirect Costs:

The cost of internal services that are not directly charged to activities are allocated as overheads using appropriate cost drivers such as actual usage, staff numbers, and floor area.

CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS

In preparing these financial statements Council has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results.

Estimates and judgements 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:

Infrastructural Assets:

There are a number of assumptions and estimates used with the performing of depreciated replacement cost valuations of infrastructural assets. These include:

- The physical deterioration and condition of an asset, for example the Council could be carrying an asset at an amount that does not reflect its actual condition. This is particularly so for those assets, which are not visible, for example stormwater, wastewater and water supply pipes that are underground. This risk is minimised by Council performing a combination of physical inspections and condition modelling assessments of underground assets;
- Estimating any obsolescence or surplus capacity of an asset; and
- Estimates are made when determining the remaining useful lives over which the asset will be depreciated. These estimates can be impacted by the local conditions, for example weather patterns and traffic growth. If useful lives do not reflect the actual consumption of the benefits of the asset, then Council could be over or under estimating the annual depreciation charge recognised as an expense in the statement of financial performance. To minimise this risk Council's infrastructural asset useful lives have been determined with reference to the NZ Infrastructural Asset Valuation and Depreciation Guidelines published by the National Asset Management Steering Group, and have been adjusted for local conditions based on past

experience. Asset inspections, deterioration and condition modelling are also carried out regularly as part of the Council's asset management planning activities, which gives Council further assurance over its useful life estimates.

Critical judgements in applying Council's accounting policies:

Management has exercised the following critical judgements in applying Council's accounting policies for the periods covered by this Plan.

Classification of Property:

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

Council currently has unoccupied land in its ownership. Given the uncertainty over the future intended use of the land, Council in applying its judgement has not classified the property as investment property.

Forestry:

Council is exposed to financial risks arising from changes in timber prices. Council is a long term forest owner and has therefore not taken any measures to manage this risk.

NEW STANDARDS AND INTERPRETATIONS ADOPTED AND NOT YET ADOPTED

A number of new interpretations and standards are not yet effective for the year ended 30 June 2009, and have not been applied in preparing these financial statements.

BALANCED BUDGET STATEMENT

Council has previously decided not to fully fund the depreciation cost of various assets. These assets and the reason for these decisions are attached to this statement.

The balanced budget provisions of the Local Government Act 2002 (s100) allow a Council to not fully fund all expenditure (which includes depreciation) provided it could demonstrate that it is financially prudent to do so.

The Council needed to consider the following provisions:

1. 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 assets throughout their useful life.

Comment

Service levels for existing assets can be maintained in spite of the fact that the Council is not fully funding depreciation. The estimated expenditure of achieving and maintaining levels of service and the integrity of assets is not changed as a result of the decision to not fully fund depreciation. As there are many new long-lived assets which will not require replacement for many years, full funding of their replacement can be achieved by a staged progress.

2. The projected revenue available to fund the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life.

Comment

Council has resolved from time-to-time that it will not cash-fund depreciation on certain assets as it does not expect to renew those assets at the end of their useful life. Based on a review performed by Council, it is proposed that depreciation be unfunded on the items listed in the attached Depreciation Schedule.

If a similar asset is required it will be funded by non-rates sources such as grants, subsidy or other external sources.

3. The equitable allocation of responsibility for funding the provision and maintenance of assets and facilities throughout their useful life.

Comment

The equitable allocation is achieved by the raising of debt and spreading its repayment over a 20 year term.

4. The funding and financial policies adopted by the Council.

Comment

The funding decisions resulting from the decision not to fully fund depreciation are consistent with the funding and financial policies of the Council.

During development of the Plan, Council confirmed its decision of not fully funding depreciation. In doing so the Council does not meet the balanced budget requirements of the Local Government Act during those years. However, having considered the overall impact of this transition arrangement, the Council believes its funding policies and financial management remain prudent.

DEPRECIATION SCHEDULE

Table 1 – Assets that Council will not cash-fund depreciation

Council may resolve from time-to-time that it will not cash-fund depreciation on certain assets as it does not expect to renew those assets at the end of their useful life. Based on a review performed by Council, it is proposed that the following depreciation be unfunded on the following property items.

Asset Name	Reason for Unfunding Depreciation	Date that Unfunding Stops
Waitaki Aquatic Centre	To recognise for those components, (structure, roof and services), that have a life of greater than 20 years. Council does not intend to replace the Waitaki Aquatic Centre at the end of its economic life.	No end date
Omarama Medical Centre	To recognise that Council will not replace the Omarama Medical Centre at the end of its economic life.	No end date
Oamaru Reservoir Dwelling	To recognise that Council will not replace the Oamaru Reservoir Dwelling at the end of its economic life.	No end date.
Middleton House Villa (fit out)	To recognise that Council will not replace the fit out in the Middleton House Villa at the end of its economic life.	No end date.
Fenwick Park BMX Track	To recognise that Council will not replace the improvements at the end of their economic life.	No end date.
Oamaru Sewerage Plant Dwelling	To recognise that Council will not replace this dwelling at the end of its economic life.	No end date.
Enfield Recreation Reserve Sports Pavilion	To recognise that Council will not replace the Sports Pavilion at the end of its economic life.	No end date.
Hampden Camping Ground	To recognise that Council will not replace the improvements at the end of their economic life.	No end date.
Storage Building (Willeys), Clyde Street	To recognise that Council will not replace this building at the end of its economic life.	No end date.
Freezer Building	To recognise that Council will not replace this building at the end of its economic life.	No end date.
Awamoa Park Pavilion	To recognise that Council will not replace this building at the end of its economic life.	No end date.
Oamaru Gardens Depot and Workshop	To recognise that Council will not replace these facilities at the end of their economic life.	No end date.
Oamaru Gardens House	To recognise that Council will not replace this house at the end of its economic life.	No end date.
Harbour House (2 Test Street)	To recognise that Council will not replace this property at the end of its economic life.	No end date.
Goods Shed railway land	To recognise that Council will not replace this building at the end of its economic life.	No end date.

Asset Name	Reason for Unfunding Depreciation	Date that Unfunding Stops
Oamaru Airport Dwellings (3)	To recognise that Council will not replace these buildings at the end of their economic life.	No end date.
Stock Pavilion, 31 Gilligan Street, Palmerston	To recognise that Council will not replace this building at the end of its economic life.	No end date.
Civil Defence Garages behind Community House	To recognise that Council will not replace these buildings at the end of their economic life.	No end date.
Chelmer Street Depot	To recognise that Council will not replace these buildings at the end of their economic life.	No end date.
Moeraki Sewerage Scheme	Initial capital cost offset for assets with a life greater than 20 years that is part of the initial sewerage scheme treatment and reticulation project completed in 1999.	2019
Oamaru Harbour Wharves and Improvements	Council will unfund depreciation to the extent of the annual maintenance expenditure required to maintain the asset in perpetuity.	No end date.
Oamaru Harbour Breakwater	Council will unfund depreciation to the extent of the annual maintenance expenditure required to maintain the asset in perpetuity.	No end date.
Roading	To unfund that portion of asset replacement that is paid for annually from New Zealand Transport Agency (or its successors) subsidy.	No end date.
Bridges	To unfund that portion of asset replacement that is paid for annually from New Zealand Transport Agency (or its successors) subsidy.	No end date.
Oamaru Sewerage Scheme	To unfund that portion of the Oamaru Sewerage Upgrade (1993) with a life of greater than 20 years as an initial capital cost offset.	2013
Closed Transfer Stations	To unfund any improvements that are no longer and will not be replaced.	Varying end dates.
Oamaru Water Treatment	Initial capital cost offset for assets with a life greater than 20 years that is part of the water treatment plant completed 2007.	2027
Dunrobin Water Scheme	To recognise the advice of the Dunrobin Water Scheme members that they do not require Council to fund for the replacement of the scheme at the end of its economic life.	No end date.
Omarama Water Upgrade	To unfund that portion of the Omarama Water Upgrade completed (1999) that has a life greater than 20 years, as an initial capital cost offset.	2019
Stoneburn Rural Water Scheme (this matter is current under review)	To provide for annuity funding of asset replacement.	No end date.

Asset Name	Reason for Unfunding Depreciation	Date that Unfunding Stops
Duntroon Sewerage Scheme	To recognise that Council will not replace this scheme at the end of its economic life.	No end date.
Parks Assets – Local (Ward) Assets	To recognise that many local parks assets will not be replaced at the end of their lives or if they are will be funded by sources other than general revenues for example reserve contributions or grants.	No end date.
Parks Assets - Cemeteries	To recognise that many cemetery assets will not be replaced at the end of their lives.	No end date.

FUNDING IMPACT STATEMENT

BACKGROUND

The Waitaki District Council has worked through the requirements of the Revenue and Financing Policy under the Local Government Act 2002. The Local Government Act 2002 and Local Government (Rating) Act 2002 require Council to document all of its Rating Policies in the LTCCP.

INTRODUCTION

Section 95 of the Local Government Act 2002 requires the inclusion of a Funding Impact Statement. The Funding Impact Statement shows what rates Council will charge, what the basis of the rate is, what activities the rate funds and the amount of the rate. This section also includes a number of other policies required by the Local Government Act 2002, which relate to rates collection, remissions, relief and postponement.

The Funding Impact Statement includes the following matters with the Local Government (Rating) Act 2002 section references:

- the basis of setting the general rate i.e. land value, annual value or capital value
- (Section 13)
- any category or categories that will be used for differentiating the general rate
- (Section 14)
- the function or functions for which a targeted rate will be set (Section 16)
- any category or categories of land that will be used to set a targeted rate on a differential basis or determine whether a property will be liable for a targeted rate (Section 16)
- any factor or factors that will be used to calculate liability for a targeted rate
- (Section 18)
- an indication that the Council wishes to set a charge for water supply by volume of water consumed if the Council is intending to do so (Section 19)

- Summaries of any remissions policy, postponement policy and rates relief policy for Maori land that are in effect. Note this information need only be included in years when the relevant policy is not being prepared and adopted.

All reference to the Revenue and Financing Policy refer to this policy contained in this plan by that name.

GENERAL RATES

General Rate

Council sets a general rate based on the land value of each rating unit in the District.

The general rate will be set at a uniform rate in the dollar.

The general rate will contribute to the funding for Council, Waitaki Community Recreation Centre, Economic Development, Visitor Information Centres, Lakes Camping, Public Toilets, Sports Grounds, Oamaru Airport, Oamaru Harbour – Port Operations, Emergency Communications, District Planning and Environmental Health.

These activities are funded from a variety of funding sources. For detailed information on this refer to the Revenue and Financing Policy.

Uniform Annual General Charge

Council will charge a uniform annual general charge on each separately used or inhabited part (SUIP) in the District. This was previously charged on each rating unit. The definition of SUIP is set out in the Sundry Rating Policies.

The uniform annual general charge will contribute to the funding for Community Planning and Consultation, Council and Community Boards, Community Development and Grants, Cemeteries, Sports Grounds, Oamaru Airport, Civil Defence, Building Control, District Planning, Environmental Health and Solid Waste Disposal.

These activities are funded from a variety of funding sources. For detailed information on this refer to the Revenue and Financing Policy.

Targeted Rate

Maps showing boundaries of targeted rates based on locality are available on request.

Targeted Rate - District Services

Council sets a targeted rate for District Services, based on the capital value of each rating unit.

The targeted rate will be set at a uniform rate in the dollar.

The District Services rate will contribute to the funding for Council, Economic Development, Visitor Information Centres, Public Toilets, Oamaru Harbour – Coastal Protection, Rural Fire, Building Control and Environmental Monitoring.

These activities are funded from a variety of funding sources. For detailed information on this refer to the Revenue and Financing Policy.

Targeted Rates by Ward

Targeted rates by Ward are charged on rating units within the Ward boundaries.

AHURIRI WARD TARGETED RATES

Ahuriri Ward Services Rate

Council sets a targeted rate for Ahuriri Ward Services, based on the capital value of each rating unit in the Ahuriri Ward.

The targeted rate will be set at a uniform rate in the dollar.

The Ahuriri Ward Services Rate will contribute to the funding for Community Boards, Open Space, Beautification, Playgrounds, and Township Works.

These activities are funded from a variety of funding sources. For detailed information on this refer to the Revenue and Financing Policy.

Ahuriri Ward Community Board Rate

Council sets a targeted rate for Ahuriri Community Board, based on the land value of each rating unit in the Ahuriri Ward.

The targeted rate will be set at a uniform rate in the dollar.

The Ahuriri Ward Community Board Rate will be used to fund 60% of the costs of the Ahuriri Community Board.

Ahuriri Ward Services Charge

Council sets a targeted rate for Ahuriri Ward Services, based on a uniform charge on each separately used or inhabited part. This was previously charged on each rating unit. The definition of SUIP is set out in the Sundry Rating Policies.

The Ahuriri Ward Services Charge will contribute to the funding for Forrester Gallery, Libraries, North Otago Museum, Aquatic Centre, Oamaru Public Gardens, and Oamaru Opera House.

CORRIEDALE WARD TARGETED RATES

Corriedale Ward Services Rate

Council sets a targeted rate for Corriedale Ward Services, based on the capital value of each rating unit in the Corriedale Ward.

The targeted rate will be set at a uniform rate in the dollar.

The Corriedale Ward Services Rate will contribute to the funding for Open Space, Beautification, Playgrounds and Township Works.

These activities are funded from a variety of funding sources. For detailed information on this refer to the Revenue and Financing Policy.

Corriedale Ward Services Charge

Council sets a targeted rate for Corriedale Ward Services, based on a uniform charge for each separately used or inhabited part in the Corriedale Ward. This was previously charged on each rating unit. The definition of SUIP is set out in the Sundry Rating Policies.

The Corriedale Ward Services Charge will contribute to the funding for the Forrester Gallery, Libraries, North Otago Museum, Aquatic Centre, Oamaru Public Gardens and Oamaru Opera House.

These activities are funded from a variety of funding sources. For detailed information on this refer to the Revenue and Financing Policy.

OAMARU WARD TARGETED RATES

Oamaru Ward Services Rate

Council sets a targeted rate for Oamaru Ward Services, based on the capital value of each rating unit in the Oamaru Ward.

The targeted rate will be set at a uniform rate in the dollar.

The Oamaru Ward Services Rate will contribute to the funding for Open Space, Beautification, Playgrounds, and Township Works.

Oamaru Ward Services Charge

Council sets a targeted rate for Oamaru Ward Services, based on a uniform charge for each separately used or inhabited part in the Oamaru Ward. This was previously charged on each rating unit. The definition of SUIP is set out in the Sundry Rating Policies.

The Oamaru Ward Services Charge will contribute to the funding for the Forrester Gallery, Libraries, North Otago Museum, Aquatic Centre, Oamaru Public Gardens, Oamaru Harbour – Port Operations, and Oamaru Opera House.

These activities are funded from a variety of funding sources. For detailed information on this refer to the Revenue and Financing Policy.

WAIHEMO WARD TARGETED RATES

Waihemo Ward Services Rate

Council sets a targeted rate for Waihemo Ward Services, based on the capital value of each rating unit in the Waihemo Ward.

The targeted rate will be set at a uniform rate in the dollar.

The Waihemo Ward Services Rate will contribute to the funding for Community Boards, Waihemo Service Centre, Open Space, Beautification, Playgrounds, and Township Works.

These activities are funded from a variety of funding sources. For detailed information on this refer to the Revenue and Financing Policy.

Waihemo Ward Community Board Rate

Council sets a targeted rate for Waihemo Community Board, based on the land value of each rating unit in the Waihemo Ward.

The targeted rate will be set at a uniform rate in the dollar.

The Waihemo Ward Community Board Rate will be used to fund 60% of the Waihemo Community Board and Waihemo Service Centre.

Waihemo Ward Services Charge

Council sets a targeted rate for Waihemo Ward Services, based on a uniform charge for each separately used or inhabited part in the Waihemo Ward. This was previously charged on each rating unit. The definition of SUIP is set out in the Sundry Rating Policies.

The Waihemo Ward Services Charge will contribute to the funding for Forrester Gallery, Libraries, North Otago Museum, Aquatic Centre, Oamaru Public Gardens, and Oamaru Opera House.

These activities are funded from a variety of funding sources. For detailed information on this refer to the Revenue and Financing Policy.

TARGETED RATES BY LOCALITY

Oamaru Business Area Rates

Council sets a targeted rate for services to the Oamaru Business Areas, based on the capital value of each rating unit in the Oamaru Business Areas that is not used exclusively for residential purposes. Council has established two Oamaru Business Areas 'A' and 'B'. A map showing these areas is included in this Plan.

The targeted rates will be set at a uniform rate in the dollar. The rate in dollars for area 'B' will be set at 50% of the rate for area 'A'.

The Oamaru Business Area Rates will contribute to the funding for Visitor Information Centres, Forrester Gallery, Libraries, North Otago Museum, Aquatic Centre, Oamaru Public Gardens, Christmas Decorations, Public Toilets, Oamaru Opera House, and Parking Enforcement.

These activities are funded from a variety of funding sources. For detailed information on this refer to the Revenue and Financing Policy.

Oamaru Urban Area

Council sets a targeted rate for coastal protection to the Oamaru Urban Area, based on the capital value of each rating unit in the Oamaru Urban Area. The boundaries of the Oamaru urban area are available from Customer Service Centres.

The targeted rate will be set at a uniform rate in the dollar.

The Oamaru Urban Area Rate will be used to fund 80% of the cost of coastal protection works at the Oamaru Harbour.

Loan Rates

For reasons of public safety or due to private benefit Council may agree to fund the private benefit of works by specific local rates on targeted properties.

TARGETED RATES BY ACTIVITY

Roading and Civil Defence Rate

Council sets a targeted rate for roading and civil defence based on the capital value of each rating unit in the district.

The Roothing and Civil Defence Rate will be set on a differential basis based on land use and area (the categories are Hydro-Electric Power Generation Installations, Mining and Mineral Extraction and Other Uses).

The differential categories are defined thus:

Differential Category	Description of Category	% of Roothing Activity funded from Differentials	% of Civil Defence Activity funded from Differentials
Hydroelectric Power Generation Installations	All rating units used primarily or predominantly for the generation of hydroelectric power from Lakes Aviemore, Benmore, Ohau or Waitaki	5%	25%
Mining and Mineral Extraction	All rating units with an area greater than 30 hectares used primarily or predominantly for the purposes of mining or mineral extraction	5%	12.5%
Other Uses	All rating units not either used primarily or predominantly for the generation of hydro-electric power from Lakes Aviemore, Benmore, Ohau or Waitaki or with an area greater than 30 hectares used primarily or predominantly for the purposes of mining or mineral extraction	90%	12.5%

Lakes Camping Rate

Council sets a targeted rate for lakes camping based on the capital value of each rating unit in the district.

The Lakes Camping Rate will be set on a differential basis based on land use (the categories are Hydro-Electric Power Generation Installations and Other Uses).

The differential categories are defined thus:

Differential Category	Description of Category	% of Activity funded from Differentials
Hydroelectric Power Generation Installations	All rating units used primarily or predominantly for the generation of hydro-electric power from Lakes Aviemore, Benmore, Ohau or Waitaki	70%
Other Uses	All rating units not used primarily or predominantly for the generation of hydro-electric power from Lakes Aviemore, Benmore, Ohau or Waitaki	30%

Tourism Promotion and Visitor Information Rate

Council proposes to set a targeted rate to provide part of the funding of tourism promotion and visitor information services in the 2011/12 rating year. It is proposed that this rate will be set on the capital value of specified properties that are considered to receive a direct benefit from these activities. The proposed properties that are considered to receive the benefit of this service and so will be charged this rate are:

- All rateable properties in the Waitaki District that hold an On or Off License as required by the Sale of Liquor Act except sports clubs; or
- All rateable properties within the Waitaki District that hold a Health License as required by the Food Hygiene Regulations 1974 (or any replacement legislation) except for sports clubs, hairdressers, apiaries, holders of a minor food license; or
- All rateable properties within the Waitaki District that are used for visitor accommodation purposes and require a resource consent under the provision of the Waitaki District Plan; or
- All rateable properties within the Waitaki District that are used for the sale of petroleum products; or
- All retail or other businesses that are primarily or predominately targeted at the visitor market

Council has however, made a commitment to further consultation prior to commencing the use of this rate. The consultation may change the basis on which it is charged and how it is targeted.

Local Amenity Rates

Council sets targeted rates for local amenity based on the land value of rating units. The rates will be set as separate targeted rates for each township that has agreed to establish a local amenity rate.

The separate targeted rates are:

Kurow	Duntroon	Omarama
Otematata	Lake Ohau	Palmerston
Kakanui	Maheno	Herbert
Hampden	Moeraki	Shag Point
Weston	Oamaru	

The targeted rates will contribute to the funding of new footpaths, kerb and channel, off-street car parks, street lighting, storm water and other improvements, within these boundaries. Oamaru includes the Oamaru Drill Hall.

These activities are funded from a variety of funding sources. For detailed information on this refer to the Revenue and Financing Policy.

Public Hall Rates

Council, in consultation with the Public Hall and Community Centre Committees, has set targeted rates for public halls and community centres based on a uniform charge per separately used or inhabited part of the rating unit. The rates will be set as separate uniform targeted rates for each public hall as defined on the maps available from Customer Service Centres. All separately used or inhabited parts of each rating unit within the defined boundaries shall pay the public hall rate.

The separate uniform targeted rates for public halls:

Airedale	Kurow	Palmerston
Ardgowan	Macraes	Lower Waitaki
Awamoko	Maheno	Pukeuri
Dunback	Moeraki	Tokarahi
Duntroon	Ngapara	Totara
Enfield	Omarama	Waiānaka

Five Forks	Otekaieke	Waitaki Bridge
Hampden	Otematata	Weston
Kakanui	Otepopo	Windsor

The targeted rates will be used to fund public halls and community centres.

Refuse Collection Rates

Council sets a uniform targeted rate for refuse collection based on a uniform charge per separately used or inhabited parts of the rating unit in the serviced areas.

The serviced areas are:

Dunback	Macraes	Otematata
Hampden	Maheno	Ohau
Herbert	Moeraki	Palmerston
Kakanui	Oamaru	Shag Point
Kurow	Omarama	Weston

The targeted rates will contribute to the funding for refuse collection.

Sewerage Rates

Council sets uniform targeted rates for sewage treatment and disposal based on a uniform rate per water closet.

Some uniform targeted rates will be differentiated based on the following differential categories:

- Connected – all urinals or water closets connected to the sewerage reticulation, provided that the maximum number of charges made for rating units comprising a household used exclusively for residential purposes shall be one.
- Serviceable – all rating units within 30 metres of the sewerage reticulation and all rating units with buildings within 60 metres of the sewerage reticulation. No rating units at Duntroon are considered serviceable. Serviceable charges are 50% of the connected charge.

The uniform targeted sewerage rates are charged in the following areas. The charging of a serviceable rate does not require Council to make a

connection available to the rating unit. The charge confirms the rating unit is within 30 meters of the public sewer. The rating maps referred to below are indicative only. Any information regarding a particular rating unit may require a site inspection.

Duntroon	Moeraki	Otematata
Kakanui	Oamaru	Palmerston
Kurow	Omarama	Weston

The targeted rates will be used to fund sewage treatment and disposal.

Water Rates – Urban

Council sets targeted rates for water supply to urban areas based on a uniform charge per rating unit. Urban areas may have multiple rates to fund different aspects of water supply, in particular a treatment rate may be charged to fund the cost of treating water to an appropriate standard and a reticulation rate will be charged to fund the cost of the reticulation network to supply this water to the property. Some rates will be set on a differentiated basis.

The differential categories for provision of service are:

- Connected – all separately used and inhabited portion of rating units connected to the water or sewerage reticulation. Serviceable charges are 50% of the connected charge.
- Serviceable – all rating units within 100 metres of the water reticulation or 30 metres of the sewerage reticulation.

Council sets separate rates for water supply in each township that is based on the volume of water supplied. The metered water rates will be set on all rating units serviced by meter.

The targeted rates will be used to fund water supply.

Water Rates – Rural

Council sets targeted rates for water supply to rural water schemes based on a uniform charge per rating unit for a specified volume of water supplied (known as a unit). The Kakanui Rural Water Scheme rate is differentiated by volume of water supplied using the following definitions:

- Unit – uniform volume of water supplied to a connected rating unit.
- Crib Unit – uniform volume of water supplied to a connected rating unit in the Kakanui water supply to properties identified as cribs in the rating information database.

The Hampden/Moeraki Rural Water Scheme is differentiated by volume of water supplied using the following definitions:

- Domestic Unit - rating units supplied with 909 l/day supplied to the original townships of Hampden and Moeraki.
- Rural Unit - rating units supplied with 1,818 l/day outside of the original townships of Hampden and Moeraki.

The uniform targeted rates for connected properties are:

Township/locality	Activity and basis for charge	Unit Volume l/day
Awamoko	Supply per unit	1,818
Dunback	Supply per unit	1,818
Duntroon	Supply per unit	1,818
Enfield	Supply per unit	1,818
Goodwood	Supply per unit	1,818
Hampden/Moeraki	Domestic supply per unit (crib)	909
	Rural supply per unit	1,818
Herbert/Waianakarua	Supply per unit	1,818
Kakanui	Supply per unit	1,818
	Crib supply per unit	909
Kauru Hill	Supply per unit	1,818
Lower Waitaki	Supply per unit	1,818
Otekaieke Water Supply	Supply per unit	1,818
Stoneburn	Supply per unit	1,000
Tokarahi	Supply per unit	1,818
Weston	Supply per unit	1,818
Windsor	Supply per unit	1,818

Council will set separate targeted rates for water supply in each rural water scheme that is based on the volume used, if water supplied. The metered water rates will be set on all rating units serviced by meter.

Council will have multiple rates on some schemes to fund different aspects of water supply, in particular a treatment rate will be charged to fund the cost of treating water to an appropriate standard and a reticulation rate will be charged to fund the cost of the reticulation network to supply this water to the property. The rates will be set on a differentiated basis.

Council sets a targeted rate on a uniform basis based on each rating unit connected to the Otekaieke Water Race and a targeted rate based on the land value of rating units in the Otekaieke Water Race District Class "A" and "B" categories.

The targeted rates will be used to fund water supply.

Construction Loan Rates

Council sets targeted rates for significant capital upgrades to sewerage and water schemes per serviced rating unit within a defined boundary.

The targeted rates for the Oamaru Water Treatment Upgrade Loan Rate will be charged to all non-commercial non-metered rating units connected to the water reticulation.

These rates are only made on properties that have not contributed a lump sum option for the particular project or paid a development contribution to fund the works.

These rates fund the cost of financing the capital works. Council annually reviews these charges and offers to allow ratepayers to pay each rating unit's lump sum share of the outstanding debt.

The uniform targeted rates are:

- Maudes/Kelk Road Sewerage Construction Loan Rate.
- Moeraki Sewerage Reticulation Construction Loan Rate.
- Moeraki Sewerage Treatment Construction Loan Rate.
- Oamaru Sewerage Construction Loan Rate (connected).
- Oamaru Sewerage Construction Loan Rate (serviceable).
- Omarama Water Upgrade Loan Rate (connected).
- Omarama Water Upgrade Loan Rate (serviceable).

WAITAKI DISTRICT COUNCIL - PROSPECTIVE EXPENSES AND REVENUE STATEMENT

Annual Plan 2008/09 \$(000)		2009/10 \$(000)	2010/11 \$(000)	2011/12 \$(000)	2012/13 \$(000)	2013/14 \$(000)	2014/15 \$(000)	2015/16 \$(000)	2016/17 \$(000)	2017/18 \$(000)	2018/19 \$(000)
	Operating Expenditure										
3,505	Arts, Heritage and Community	3,770	3,887	4,068	4,388	4,524	4,527	4,601	4,755	4,855	4,959
488	Council and Community Boards	552	677	584	596	719	625	640	765	673	692
1,207	Economic Development	876	997	862	565	260	173	320	485	669	863
4,269	Parks and Recreation	4,450	4,610	4,766	4,843	5,041	5,153	5,264	5,448	5,577	5,706
3,585	Planning	3,492	3,683	3,816	3,841	3,925	4,066	4,102	4,192	4,388	4,439
1,726	Regulatory	2,083	2,180	2,216	2,282	2,327	2,374	2,424	2,472	2,530	2,587
10,055	Roads, Port and Airport	11,148	11,535	12,557	12,871	13,184	13,922	14,122	14,355	15,244	15,466
10,758	Water and Waste	11,790	12,203	12,917	13,484	16,119	16,520	16,912	17,368	17,586	17,808
35,593	Total Operating Expenditure	38,161	39,772	41,786	42,870	46,099	47,360	48,385	49,840	51,522	52,520
	Operating Revenue										
	<u>Activity Revenue</u>										
858	Arts, Heritage and Community	4,206	1,208	10,417	1,078	1,066	1,140	1,128	1,146	1,322	1,151
-	Council and Community Boards	-	30	-	-	30	-	-	30	-	-
2,311	Economic Development	1,947	2,166	2,285	2,396	2,537	2,887	3,488	4,147	4,831	5,514
885	Parks and Recreation	862	866	903	1,606	967	988	1,058	1,082	1,108	1,190
156	Planning	193	201	208	212	218	223	228	233	239	245
823	Regulatory	1,028	1,084	1,118	1,144	1,171	1,197	1,224	1,252	1,281	1,311
5,537	Roads, Port and Airport	8,236	7,145	7,216	8,065	7,768	7,513	7,642	7,728	7,996	8,359
2,268	Water and Waste	4,218	4,349	4,485	4,590	6,381	6,529	6,680	6,844	7,010	7,184
12,838		20,690	17,049	26,632	19,091	20,138	20,477	21,448	22,462	23,787	24,954
	<u>Rates Revenue</u>										
2,109	General Rates	1,821	1,989	1,878	1,804	1,619	1,451	1,328	1,194	1,027	876
1,173	District Services Rates	1,160	1,240	1,145	1,212	1,114	988	872	771	646	509
2,163	Uniform Annual General Charges	3,049	3,259	3,473	3,717	3,993	4,121	4,265	4,361	4,477	4,584
4,719	Ward Rates	5,017	5,257	5,425	5,610	5,740	5,870	6,049	6,215	6,422	6,585
12,816	Separate Activity Rates	12,717	13,410	14,684	15,566	16,212	17,159	17,469	18,063	18,669	18,840
22,980		23,764	25,155	26,605	27,909	28,678	29,589	29,983	30,604	31,241	31,394
35,818	Total Operating Revenue	44,454	42,204	53,237	47,000	48,816	50,066	51,431	53,066	55,028	56,348
225	Net Surplus (Deficit)	6,293	2,432	11,451	4,130	2,717	2,706	3,046	3,226	3,506	3,828
3,449	Remove Effect Depreciation Not Funded	3,978	4,043	4,428	4,479	4,593	4,954	4,998	5,118	5,526	5,578
3,674	Net "Cash" Surplus (Deficit)	10,271	6,475	15,879	8,609	7,310	7,660	8,044	8,344	9,032	9,406

WAITAKI DISTRICT COUNCIL -PROSPECTIVE EXPENSES AND REVENUE STATEMENT

Annual Plan 2008/09 \$(000)		2009/10 \$(000)	2010/11 \$(000)	2011/12 \$(000)	2012/13 \$(000)	2013/14 \$(000)	2014/15 \$(000)	2015/16 \$(000)	2016/17 \$(000)	2017/18 \$(000)	2018/19 \$(000)
Capital and Reserves Funding Requirements											
<u>New Capital</u>											
5	Arts, Heritage and Community	3,954	284	12,380	42	15	73	45	46	267	80
-	Council and Community Boards	-	-	-	-	-	-	-	-	-	-
645	Economic Development	1,075	602	575	575	575	575	575	575	575	575
460	Parks and Recreation	232	801	444	1,097	199	215	388	645	422	225
-	Planning	-	-	-	-	-	-	-	-	-	-
10	Regulatory	37	38	538	5	5	5	5	5	5	5
1,802	Roads, Port and Airport	2,983	4,233	3,251	3,003	2,443	2,097	2,411	2,106	2,095	2,338
505	Water and Waste	907	3,816	3,059	3,084	1,911	412	-	-	648	-
3,427		9,188	9,774	20,247	7,806	5,148	3,377	3,424	3,377	4,012	3,223
<u>Renewals</u>											
382	Arts, Heritage and Community	233	322	261	221	212	186	188	221	224	195
-	Council and Community Boards	-	-	-	-	-	-	-	-	-	-
155	Economic Development	671	291	282	314	273	240	285	372	201	349
40	Parks and Recreation	45	47	48	49	51	52	54	55	57	58
-	Planning	-	-	-	-	-	-	-	-	-	-
55	Regulatory	60	60	60	61	61	61	61	61	61	61
4,121	Roads, Port and Airport	6,204	4,837	4,843	5,300	4,967	4,985	5,436	5,396	5,710	6,111
838	Water and Waste	268	260	1,007	452	847	2,299	696	838	1,002	1,036
5,591		7,481	5,817	6,501	6,397	6,411	7,823	6,720	6,943	7,255	7,810
3	Loan Repayments	3	3	3	2,653	3,652	2	1	-	-	-
-	Loan Advance	1,000	-	-	-	-	-	-	-	-	-
6,376	Transfers to Reserves	5,310	6,899	7,779	4,793	4,739	4,451	4,448	4,604	4,886	5,141
15,397		22,982	22,493	34,530	21,649	19,950	15,653	14,593	14,924	16,153	16,174
Funded By:											
3,674	Net "Cash" Surplus (Deficit)	10,271	6,475	15,879	8,609	7,310	7,660	8,044	8,344	9,032	9,406
671	Capital Sales (Property & Vehicles)	1,063	2,572	2,076	1,609	1,393	872	796	695	700	705
4,150	Loans Raised	1,850	1,650	2,800	-	-	-	-	-	-	-
3,460	Transfer from Reserves	5,949	8,556	10,202	8,334	7,746	2,113	2,210	2,068	2,569	1,930
3,442	Funding from Non Cash Expenses	3,849	3,240	3,573	3,097	3,501	5,008	3,543	3,817	3,852	4,133
15,397		22,982	22,493	34,530	21,649	19,950	15,653	14,593	14,924	16,153	16,174
9,597	(1) Specific Expenses Included Above	10,703	11,331	12,155	12,409	12,989	13,730	13,819	14,365	15,146	15,253
591	Depreciation	70	202	368	373	137	-	-	-	-	-
-	External Interest	-	-	-	-	-	-	-	-	-	-
-	Internal Interest	-	-	-	-	-	-	-	-	-	-

RATES, FEES AND CHARGES



RATES SCHEDULE - 2009/10

This table specifies with reference to each activity, the revenue and financing mechanism used to cover the estimated expenses of Council, the amount of revenue to be collected from the rate, and the rate to be charged. All rates and revenues shown are GST inclusive.

Abbreviations:

LV = Land Value

RU = Rating Unit

SRU = Serviceable Rating Unit

Unit = Quantity Supplied

CV = Capital Value

SUIF = Separately Used or Inhabited Part

CRU = Connected Rating Unit

m3 = Cubic Metre

Name of Rate	2009/10	Basis	Revenue
General Rates	\$ 0.0796	LV	\$ 2,046,092
Uniform Annual General Charge	\$ 271.00	SUIP	\$ 3,432,318
District Services Rate	\$ 0.0264	CV	\$ 1,303,901
Ahuriri Ward Services Rate	\$ 0.0250	CV	\$ 296,848
Ahuriri Community Board Rate	\$ 0.0078	LV	\$ 35,741
Ahuriri Ward Services Charge	\$ 141.00	SUIP	\$ 215,665
Corriedale Ward Services Rate	\$ 0.0114	CV	\$ 190,842
Corriedale Ward Services Charge	\$ 258.00	SUIP	\$ 666,272
Oamaru Ward Services Rate	\$ 0.0563	CV	\$ 807,731
Oamaru Ward Services Charge	\$ 403.00	SUIP	\$ 2,707,488
Waihemo Ward Services Rate	\$ 0.0549	CV	\$ 350,031
Waihemo Community Board Rate	\$ 0.0262	LV	\$ 106,270
Waihemo Ward Services Charge	\$ 141.00	SUIP	\$ 267,271
Oamaru Business Area Rate A	\$ 0.5146	CV	\$ 581,077
Oamaru Business Area Rate B	\$ 0.2573	CV	\$ -
Tourism Rate	0	CV	\$ -
Oamaru Urban Area	\$ 0.0173	CV	\$ 200,747
Loan Rate RID ID 111626	\$ 13,192.00	RU	\$ 13,192
			\$ 13,221,486

Name of Rate	2009/10	Basis	Revenue
Civil Defence and Rooding Rate			
Electrical Generation	\$ 0.0665	CV	\$ 328,579
Mineral Extraction	\$ 4.6302	CV	\$ 291,702
All Other Areas	\$ 0.1043	CV	\$ 4,623,742
			\$ 5,244,023
Lakes Camping Rates			
Electrical Generation	\$ 0.5488	LV	\$ 69,027
All Other Areas	\$ 0.0012	LV	\$ 29,583
			\$ 98,610
Township Amenity Rates			
Duntroon	0	LV	\$ -
Hampden	\$ 0.1152	LV	\$ 11,250
Herbert	0	LV	\$ -
Kakanui	\$ 0.0105	LV	\$ 5,625
Kurow	\$ 0.1155	LV	\$ 18,287
Maheno	0	LV	\$ -
Moeraki	\$ 0.0103	LV	\$ 5,625
Oamaru	\$ 0.1257	LV	\$ 507,437
Ohau	\$ 0.0017	LV	\$ 281
Omarama	\$ 0.0468	LV	\$ 16,389
Otematata	\$ 0.1088	LV	\$ 57,581
Palmerston	\$ 0.3698	LV	\$ 67,624
Shag Point	\$ 0.0148	LV	\$ 1,688
Weston	\$ 0.1508	LV	\$ 49,534
			\$ 741,321

Name of Rate	2009/10	Basis	Revenue
Public Hall Rates			
Airedale Public Hall Rate	\$ 20.00	SUIP	\$ 450
Ardgown Public Hall Rate	\$ 15.00	SUIP	\$ 1,679
Awamoko Public Hall Rate	\$ 17.00	SUIP	\$ 1,324
Dunback Public Hall Rate	\$ 22.50	SUIP	\$ 2,464
Duntroon Public Hall Rate	\$ 22.50	SUIP	\$ 2,251
Enfield Public Hall Rate	\$ 20.00	SUIP	\$ 1,913
Five Forks Public Hall Rate	\$ 20.00	SUIP	\$ 1,350
Hampden Public Hall Rate	\$ 8.75	SUIP	\$ 1,923
Kakanui Public Hall Rate	\$ 15.00	SUIP	\$ 4,163
Kurow Public Hall Rate	\$ 15.75	SUIP	\$ 6,488
Lower Waitaki Public Hall Rate	\$ 56.25	SUIP	\$ 8,100
Macraes Public Hall Rate	\$ 20.00	SUIP	\$ 581
Maheno Public Hall Rate	\$ 20.00	SUIP	\$ 2,041
Moeraki Public Hall Rate	\$ 22.50	SUIP	\$ 4,514
Ngapara Public Hall Rate	\$ 22.50	SUIP	\$ 1,358
Omarama Public Hall Rate	\$ 24.00	SUIP	\$ 5,254
Otekaieke Public Hall Rate	\$ 15.00	SUIP	\$ 699
Otematata Public Hall Rate	\$ 39.37	SUIP	\$ 15,818
Otepopo Public Hall Rate	\$ 12.38	SUIP	\$ 1,466
Palmerston Public Hall Rate	\$ 22.50	SUIP	\$ 15,891
Pukeuri Public Hall Rate	\$ 15.00	SUIP	\$ 1,550
Tokarahi Public Hall Rate	\$ 20.00	SUIP	\$ 2,018
Totara Public Hall Rate	\$ 35.00	SUIP	\$ 6,656
Waianakarua Public Hall Rate	\$ 22.50	SUIP	\$ 667
Waitaki Bridge Public Hall Rate	\$ 15.75	SUIP	\$ 1,620
Weston Public Hall Rate	\$ 34.50	SUIP	\$ 12,040
Windsor Public Hall Rate	\$ 20.00	SUIP	\$ 675
			\$ 104,953
Refuse Collection Rates	10	SUIP	\$ 78,075

Name of Rate	2009/10	Basis	Revenue
Sewerage Rates and Charges			
Oamaru	\$ 149.00	Pan	\$ 1,089,173
Palmerston	\$ 263.00	Pan	\$ 155,444
Omarama	\$ 202.00	Pan	\$ 98,088
Otematata	\$ 405.00	Pan	\$ 181,222
Lake Ohau Village	\$ 181.00	Pan	\$ 15,545
Availability	\$ 90.50	SRU	
Kurow	\$ 219.00	Pan	\$ 58,978
Kakanui	\$ 405.00	Pan	\$ 118,467
Moeraki	\$ 754.00	Pan	\$ 146,260
Availability	\$ 377.00	SRU	
Duntroon	\$ 33.00	Pan	\$ 329
			\$ 1,863,506
Oamaru Sewerage Construction Loan Rate			
Loan Rate	\$ 68.00	CRU	\$ 94,259
Lump Sum Loan Repayment	\$ 194.00	CRU	
(If paid by 30 June 2010)			
Maudes/Kelk Road Sewerage Reticulation			
Loan Rate	\$ 287.00	RU	\$ 5,160
Lump Sum Loan Repayment			
(If paid by 30 June 2010)	\$ 987.00	RU	
Moeraki Sewerage Construction Loan Rates			
Moeraki Sewer Reticulation	\$ 435.00	RU	\$ 44,303
Moeraki Sewer Treatment	\$ 276.00	RU	\$ 26,480
Lump Sum Loan Repayment			
(If paid by 30 June 2010)			
Moeraki Sewer Reticulation	\$ 2,773.00	RU	
Moeraki Sewer Treatment	\$ 1,781.00	RU	
			\$ 170,202

Name of Rate	2009/10	Basis	Revenue
Omarama Water Upgrade Loan Rate	\$ 130.00	CRU	\$ 19,508
Lump Sum Loan Repayment (If paid by 30 June 2010)	\$ 849.00	CRU	
Oamaru Water Treatment Loan Rate	\$ 134.00	CRU	\$ 752,873
(excludes business with water meters)			
Lump Sum Loan Repayment (If paid by 30 June 2010)	\$ 1,267.00	CRU	
(excludes business with water meters)			
Water Rates - Urban			
Kurow Water Supply	\$ 284.00	CRU	\$ 75,053
Metered	\$ 0.36	m3	
Lake Ohau Village	\$ 206.00	CRU	\$ 17,886
Availability	\$ 103.00	SRU	
Oamaru Supply	\$ 233.00	CRU	\$ 1,427,167
Metered	\$ 0.92	m3	
Oamaru Reticulation	\$ 172.00	CRU	\$ 992,270
Omarama	\$ 592.00	CRU	\$ 143,940
Metered	\$ 0.72	m3	
Otematata	\$ 299.00	CRU	\$ 131,591
Metered	\$ 0.36	m3	
Palmerston	\$ 323.00	CRU	\$ 184,296
Metered	\$ 0.37	m3	
			<u>\$ 2,972,203</u>

Name of Rate	2009/10	Basis	Revenue
Water Rates - Rural			
Awamoko Water Supply	\$ 435.00	Unit	\$ 105,570
Dunback Water Supply	\$ 627.00	Unit	\$ 81,846
Duntroon Water Supply	\$ 179.00	Unit	\$ 12,799
Enfield Water Supply	\$ 368.00	Unit	\$ 101,447
Goodwood Water Supply	\$ 525.00	Unit	\$ 98,945
Hampden /Moeraki Water Supply			
Domestic Supply	\$ 186.00	Unit	\$ 103,754
Rural Supply	\$ 234.00	Unit	
Metered	\$ 0.20	m3	
Herbert/Waianakarua Water Supply	\$ 268.00	Unit	\$ 146,215
Kakanui Water Supply			
Ordinary Supply	\$ 238.00	Unit	\$ 89,051
Crib unit	\$ 224.00	Unit	
Metered	\$ 0.37	m3	
Kauru Water Supply	\$ 310.00	Unit	\$ 57,502
Lower Waitaki Water Supply	\$ 179.00	Unit	\$ 78,072
Otekaieke Water Supply	\$ 72.00	Unit	\$ 7,022
Stoneburn Water Supply	\$ 229.00	Unit	\$ 70,910
Tokarahi Water Supply	\$ 364.00	Unit	\$ 208,058
Weston Water Supply	\$ 303.00	Unit	\$ 266,807
Windsor Water Supply	\$ 227.00	Unit	\$ 37,762
Otekaieke Water Race District Charge	0.059318	LV	\$ 2,133
Otekaieke Water Race District Charge	0.051631	LV	
Otekaieke Water Race	\$ 24.00	RU	
			<u>\$ 1,467,893</u>

Total Rate Required (GST inclusive) \$ 26,734,653

FEES & CHARGES

INTRODUCTION

These pages outline the proposed fees and charges for Council's 2009/10 financial year. All fees and charges are GST inclusive.

Council is working to align all its fees and charges with its Revenue and Financing Policy.

Council reserves the right to revise any of the fees and charges at any time, including the right to add further fees and charges to cover actual and reasonable costs as Council sees fit

ACTIVITY	BASIS FOR CHARGE	2009/2010
Airport – Landing Fees	Maximum Take-off Weight (kgs)	
	0 – 1500	10.00
	1501 – 2000	12.00
	2001 – 3000	20.00
	3001 – 5000	27.00
	>5000	45.00
Civic Activities		
Information & copying:		
Photocopying	A4 copies – per copy	0.20
	A3 copies – per copy	0.50
	A4 colour – per copy	3.00
	A3 colour – per copy	4.00
Official Information Enquiries	Staff time per half-hour (or part thereof) after first hour	50.00
	A4 copies – per copy in excess of 20 pages	0.20
	A3 copies – per copy in excess of 20 pages	0.50
Waihemo Centre	Typing - staff time per hour	30.00
	Typing A4 single side	5.00

ACTIVITY	BASIS FOR CHARGE	2009/2010
Waihemo Centre (Continued)	Internet per ¼ hour	2.00
	Fax – National	2.00
	Fax – International	3.00
	Boardroom hire – corporate (GST inc)	112.50
	Boardroom hire – non-corporate (GST inc)	45.00
Terraview Prints	A4 prints – per print	2.00
	A3 prints – per print	4.00
Other Digital Plan Plots		Price by negotiation
GIS Plots/Prints	A1 aerial/topo/services	60.00
	A2 “	40.00
	A3 “	20.00
	A4 “	10.00
Copy Aerial Digital File		60.00

CULTURE AND HERITAGE

Waitaki District Libraries - Services		
Adult Bestseller Books	Per item per week	2.00
Adult Magazines	Per item per three weeks	1.00
Audio Books	Per item per three weeks	1.00
Videos and DVDs	Per item per week	2.00
Compact Discs	Per item per three weeks	2.00
Puzzles – Adult	Per item	1.00
Reserves	Adults per item	1.00
Interloans	Per item (plus any charges from lending library)	5.00
Overdues	Adult – per item, first notice	2.00
	Adult – per item, second notice	3.00
	Child – per item, first notice	0.00
	Child – per item, second notice	0.00
	Young adult, per item, first notice	1.00
	Young adult, per item, second notice	1.50
Administration Fee	Adult, lost or 3 weeks overdue	5.00
	Child & young adult, lost or 3 weeks overdue	2.00

ACTIVITY	BASIS FOR CHARGE	2009/2010
Replacement Library Card	Adult – per card	2.00
	Child – per card	1.00
Internet – Email or Chat	Per 15 minutes	2.00
Internet – Searching	Per 15 minutes	0.00
Photocopying & Printing	Per page	0.20
Out of district subscription	Per subscriber per annum	0.00
Cancelled library material charge	Per book	1.00
	Per paperback/magazine	0.50
Forrester Gallery - Services		
Recitals and Functions	Groups from within the Waitaki District	75.00
	Groups from outside the Waitaki District	90.00
Meetings	Groups from within the Waitaki District	35.00
	Groups from outside the Waitaki District	50.00
Main Street level gallery	Standard, per week	100.00
	Outside Council region, per week	120.00
Basement gallery	Standard, per week	90.00
	Outside Council region, per week	100.00
Side Street level gallery	Standard, per week	90.00
	Outside Council region, per week	100.00
1 st Floor gallery (3 spaces)	Standard, per week	100.00
	Outside Council region, per week	120.00
Community Gallery	Space available to local residents	75.00
	Outside Council region	100.00
Design, production of labels Didactics, handouts and posters	Up to ten items	50.00
Catalogue design and production costs	Negotiated on a case-by-case basis	
Commission	On sales of artwork (excluding regular local user groups).	27.5%

Notes

Rentals are waived but not commission when gallery has initiated exhibitions.

Commission is not charged for works shown in the Community Gallery – artist or agent processes sales.

Use of Community gallery is usually restricted to those who are resident in the Waitaki District.

ACTIVITY	BASIS FOR CHARGE	2009/2010
North Otago Museum - Services		
Personal Enquiries	Oamaru Genealogy Group members	Nil
	Students	Nil
	Waitaki District residents – suggested donation	2.00
	Non-residents – suggested donation	5.00
	Council Units – per enquiry	40.00
	Council Units – per file borrowed	5.00
	Research on behalf of businesses or individuals – per hour	40.00
Written Enquiries – Archive Research	Per hour after first hour	40.00
	Less than one hour – flat rate	30.00
	Less than ten minutes/no information	Nil
Museum Copying		
Photocopies of		
Archival material	First page	1.00
Microfilm/Fiche printer	Per page	2.00
Laminated A3 maps/plans	Per page	10.00
Copies using digital camera	Per image	5.00
Marriage certificates	Per certificate	10.00
Reproduction of Photographs		
A4 Inkjet photograph	Plain paper	5.00
	Black and white, first copy	25.00
	Black and white, per copy after third copy	20.00
	Black and white, first copy	35.00
A3 Inkjet photograph	Black and white, per copy after third copy	30.00
	Per copy	30.00
A4 Colour	Per copy	40.00
A3 Colour	First copy	25.00
Deframing Charge		
Digital Image	First copy	25.00
	Per copy after first copy	15.00
A4 Sample print	Per copy	1.00

ACTIVITY	BASIS FOR CHARGE	2009/2010
Museum - Oral History Reproduction		
Copy Fee		20.00
Per CD Rom		5.00
PARKS AND RECREATION		
Camping Area and Services		
Waitaki Lakes		
Daily Camping	Per family per night	15.00
Daily Camping	Per person per night	8.00
Season ticket (September to May)	Per site for whole season	450.00
Dunback Domain		
NB: No reciprocal ticket sales with Waimate District		
Daily camping	Per person per night	5.00
Duntroon Domain		
Daily Camping	Per person per night	5.00
Parks, Reserves, Sportsgrounds, Public Gardens - Services		
Keys Deposit	Refundable deposit	20.00
Damage Deposit	Refundable deposit	1,000.00
Oamaru Public Gardens		
General use	Booked event	120.00
Casual Use – Parks & Reserves & Sportsgrounds		
General Park Use – non profit organisation/event	Per day	60.00
	Half day	40.00
General Park Use – Commercial organisation/event	Per day	120.00
	Half day	80.00

ACTIVITY	BASIS FOR CHARGE	2009/2010
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Sportsgrounds – Casual Use

Centennial Park Oval	Per day	250.00
	Half day	150.00

The Chief Executive is authorised to vary charges for events, programmes or activities that promote the Council parks to a wide-cross section of the community. Fees may apply if extra ground work required.

Opera House - Services

Venue Hire (main auditorium and meeting room)	By negotiation
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Cemetery and Service

Plot Purchase Fees	Ash plots	150.00
	Lawn (adult) plot	630.00
	Baby garden plot	120.00
Interment Service Fees	Extra depth	200.00
	Adult burial	630.00
	Baby burial	150.00
	Children under 10 years	315.00
	Inter ashes	150.00
	Breaking or tunnelling under concrete	200.00
Additional Charges	Permits/Monumental permit	25.00
	Interment Sat, Sun, Public Holidays	200.00
	Ash Interment Sat, Sun, Public Holidays	100.00

Waitaki Aquatic Centre - Services

Public swimming	Adults per swim	4.00
	Adult concession ticket - % discount	10%
	Children per swim	2.00
	Child concession ticket - % discount	10%
	Spectator (non swimming) per visit	1.00
	Community Card Holder per swim	3.00

NB: The Pool Manager is authorised to vary charges for events, programmes or activities that promote the complex to a wide cross section of the community.

ACTIVITY	BASIS FOR CHARGE	2009/2010
Oamaru Blue Penguin Colony - Services		
Adult Admission Fee	Per adult	20.00
Seniors	Per Person	18.50
Child Admission Fee	5 - 17 years inclusive	10.00
Child Admission Fee	Under 5 years	FREE
Family pass	2 adults and up to 4 children – evening viewing	55.00
Student Admission Fee	17 years + with ID, per person	18.50
Local Resident Admission Fee	All Waitaki District residents with ID, p/p – evening viewing	6.00
BTS (Behind the Scenes) Tour - Adult		5.00
BTS Tour - Child		FREE
BTS/Evening Combo Package	Adult	30.00
BTS/Evening Combo Package	Child	15.00
Oamaru Harbour - Services		
Harbour Fees	Holmes Wharf berth per annum	725.00
	Harbour mooring per annum	150.00
Slipway Fees	Fish Case levy per case	0.38
	Winch (on and off)	67.50
	Daily charge	22.50
PROPERTY		
Filming Permit - Services		
Films, television & advertisements	Permits	500.00
Stills & videos		250.00
PLANNING SERVICES		
Planning Services		
Notified Resource Consent		
Land-use	Per application - Deposit	4,000.00
Subdivision	Per application - Deposit	4,000.00

ACTIVITY	BASIS FOR CHARGE	2009/2010
Non-notified Resource Consent Land-use	Per application - Deposit	500.00
Subdivision	Per application - Deposit	600.00
Section 223 Certificate	Per certificate	100.00
Section 224 Certificate	Per certificate - Deposit	200.00
Section 226 Certificate	Per certificate - Deposit	150.00
Signs		
New permit (signage)	Per sign- Deposit	200.00
Change existing permit	Per sign	50.00
Other consent notices and sundry certification	Per notice/certificate - Deposit	50.00
Post-consent procedures		
Objection to consent conditions	Per consent - Deposit	150.00
s.127 change or cancellation of consent	Per consent - Deposit	300.00
s.125 extension of consent	Per consent - Deposit	150.00
s.138 surrender of consent	Per consent - Deposit	150.00
s.35 Monitoring		
Compliance monitoring	Per consent – Deposit	50.00
District Plan monitoring		Nil
Certificate of compliance	Per application – Deposit	150.00
Plan change	Per application - Deposit	20,000.00
Designation or Heritage order Requirement	Per designation/order - Deposit	600.00
Variation or removal	Per designation/order - Deposit	600.00
s.176a Outline Plan	Per Outline Plan - Deposit	400.00
Regulatory Services		
Gambling consents fee	Actual cost per consent (minimum fee \$350.00) - Deposit	350.00
RMA Certificate for Sale of Liquor Act	Fixed Cost	50.00

ACTIVITY	BASIS FOR CHARGE	2009/2010
BRANZ and BIA Levies		
Building Research Association of NZ levy	For every \$1,000 or part thereof. Projects under \$20,000 are exempt.	1.00
Building levy	For every \$1,000 or part thereof. Projects under \$20,000 are exempt.	1.97
Sundry Building Consent Charges		
Minor building work		250.00
Heating unit only		150.00
Heating unit with wetback		245.00
Certified installer		65.00
Certificate of Acceptance		440.00
Demolition Consent		145.00
Application deposit	Deducted from final fees	
Amended plan fee		50.00
Change of contractor		50.00
Re-inspections	For inspections additional to those charged for, per inspection	105.00
Inspections required for proposed structural alterations before drawings and other approved documents submitted	Per inspection	90.00
Inspection of buildings to be relocated	Pre relocation inspection	185.00
Building relocated within District	Deducted from Building Consent	90.00
Code of Compliance schedule		125.00
On-site evaluation for effluent disposal		275.00
Assessment of on-site evaluation supplied by contractor		65.00
Inspection of effluent disposal field		105.00
Producer statement for plumbing and drainage supplied by approved tradesperson	Replaces normal inspection charge	90.00
Inspection of free standing swimming pools (Para type)		125.00
Marquees		150.00
Suspended Building Consent reactivation fee		160.00

ACTIVITY	BASIS FOR CHARGE	2009/2010
Environmental Health - Services		
Food Premises – Category 1 (e.g. eating houses (30 seats plus) Supermarkets, food manufacturers)		
New premises, full year registration fee	Per application	580.00
Re - Registrations	Up to 4.00	270.00
<div style="border: 1px solid black; padding: 5px;"> <p>These figures relate to an annual assessment result. The lower the score, the better the assessment of the business. If a premise scores low, they receive lower fees. These fees can only be charged after EHO has done inspection. Their assessment score is on the front page of report sent to premises after inspection</p> </div>	4.01 and up to 5.00	290.00
	5.01 and up to 5.30	320.00
	5.31 and up to 5.50	365.00
	5.51 and up to 5.70	410.00
	5.71 and up to 6.00	450.00
	6.01 and up to 6.50	500.00
	6.51 and up to 7.00	555.00
	7.01 and up to 8.00	620.00
	8.01 and greater	790.00
Food Premises – Category 2 (e.g. Grocer's shop, small eating house)		
New premises, full year registration fee	Per application	420.00
Re-Registrations	Up to 3.00	215.00
	3.01 and up to 3.50	235.00
	3.51 and up to 4.00	260.00
	4.01 and up to 4.50	280.00
	4.51 and up to 5.00	305.00
	5.01 and up to 5.50	345.00
	5.51 and up to 6.00	390.00
	6.01 and up to 7.00	445.00
	7.01 and greater	600.00
Food Premises – Category 3 (e.g. mobile shops, sale of food in licensed premises).		
New premises, full year registration fee	Per application	180.00
Re-Registrations	Up to 4.00	125.00
	4.01 and up to 5.00	140.00

Environmental Health - Services - Continued		2009/2010
	5.01 and up to 6.00	160.00
	6.01 and up to 7.00	175.00
	7.01 and up to 8.00	230.00
	8.01 and greater	315.00
To trade at a single event		45.00
Note: Performance Assessment Fee is to be calculated on the most recent visit and should be within the last 12 months for category 1 or 2 premises. Requests for reassessment must be received at least two months after the latest inspection and before 1 April, for the next registration.		
Unregistered Food Premises		
Inspection Fee for food premises not required to be registered under the Food Hygiene Regulations 1974	Fee per inspection (includes all administration costs and a report)	235.00
School canteens, clubs (licensed), hostels and rest homes kitchens		
Other Businesses Registered Under the Health Act		
Camping Grounds	Per Annual Certificate	235.00
Hairdressers	Per Annual Certificate	195.00
Offensive Traders	Per Annual Certificate	155.00
Funeral Director	Per Annual Certificate	155.00
Saleyards	Per Annual Certificate	155.00
Transfer Fee *	Transfer fee for all health licences	55.00
* New registrations – fee subject to quarterly pro rata adjustment		
Property Information - Services		
Land Information Memorandum	Commercial/Rural	300.00
Land Information Memorandum	Commercial/Rural – urgent	600.00
Land Information Memorandum	Residential	250.00
Land Information Memorandum	Residential - urgent	475.00
Solicitors Property Settlements (Rates)	Per Settlement	35.00
Valuation Data Report	Per hard copy	700.00
Viewing of File	First ten minutes	40.00
	Every extra ten minutes or part thereof	15.00
	Viewing by property owner	10.00

Property Information Services (Continued)	BASIS FOR CHARGE	2009/2010
Request for specific documents	Floor plan – building	10.00
New Rapid Number	Per number	125.00
Replacement Plate		20.00
Rapid Book – A4 format	Colour	165.00
<i>Liquor Licences - Maximum fees prescribed by statute.</i>		
Animal Control		
Dog registration – owner fee		14.00
Dog registration – category fees	Working dogs, per dog	12.00
	Non-working dogs, per dog	45.00
	Selected owner dogs, per dog	14.00
	Farm pet dogs	12.00
	Probationary owner dogs	Base fee plus 50%
	Dangerous dogs	Base fee plus 150%
Late registration penalty		Base fee plus 50%
Note: Full dog registration fee = owner fee plus the category fee		
Dog collars		6.50
Dog impounding	First offence	25.00
	Second offence	75.00
	Third offence	100.00
	Seizure and custody	50.00
	Transport cost per Km	0.75
	Sustenance per day	7.50
	Destruction fee	45.00
Stock Droving Permit Fee		56.25
Stock ranging and impounding		
Poundage – horse, mare, gelding, colt, filly, mule, ass, bull, ox, cow, steer, heifer, calf, boar, sow or pig	First offence	30.00
	Second offence	60.00
	Subsequent offence	90.00
Poundage – ram, ewe, wether, lamb or goat	First offence	10.00
	Second offence	17.50
	Subsequent offences	25.00
	Each additional animal	5.00
Sustenance		Actual cost
Writing or giving notice of any notice or sending any notice by post		10.00
Inserting any notice in one or more newspapers (in addition to actual cost of insertion)		10.00

ACTIVITY	BASIS FOR CHARGE	2009/2010
Parking Control and Skateboards		
Metered parking	On-Street - per hour	0.60
	Off-Street - per hour	0.40
	Off-street - per day maximum charge	2.00
Parking Permits	Per year	240.00
	6 months	130.00
Prepaid Daily Parking Permits	3 months	70.00
	Per day	5.00
Dispensation for appointment card holders		
Breach of Skateboard Bylaw	Infringement Fee	55.00
Vehicle Stand on streets	Per stand (rental charges extra)	100.00
Pie Carts and mobile shops		
Taxi Stand	Per stand	No fee
Bus Stand	Per stand	No fee
Permit for footpath furniture and dining	Per annum – for seating up to 17 people	125.00
Roading - Private Works		
Vehicle crossing application and supervision fee		100.00
Cattle stop and/or gate across road	Application fee	250.00
Temporary road closures	Private	150.00
	Public	90.00
Temporary road closures	Late Applications	200.00
Overweight/over dimension vehicle permit	Application fee – new	250.00
	Application fee - renewal	90.00
Road pipeline/utility permit	Application fee	100.00
Works within road reserve	Refundable bond	600.00
Stock droving/crossing permit	Application fee	100.00
Stock underpass permit	Application fee	100.00
District Wide	Development Contributions/HEU	1,627.00

WASTE MANAGEMENT - SEWERAGE: NETWORK AND OTHER CHARGES

Solid Waste Disposal	BASIS FOR CHARGE	2009/2010
Solid waste disposal	Per m ³ or part thereof (Transfer Stations (TS) and Palmerston)	50.00
Official rubbish bag	Per bag	Nil
Unofficial rubbish bag	Per bag	1.90
Wet refuse	Per tonne at land fill only	225.00
(Extra handling fee for waste requiring immediate attention)		Standard Charge plus 50%
Special waste (landfills only)	Application fee	110.00
Special waste (landfills only)	Disposal costs (at gate)	Actual cost
Greenwaste	Disposal cost (Oamaru)	45.00/tonne
	(TS and Palmerston)	17.50/ms
Weigh Bridge Charges	General waste (Oamaru)	150.00/tonne
	General waste minimum charge	20.00
	Greenwaste minimum charge	10.00
Township/Locality		
Kakanui	Development Contribution/HEU	850.00
Kurow	Development Contribution/HEU	384.00
Lake Ohau	Development Contribution/HEU	178.00
Moeraki	Development Contribution/HEU	5,626.00
Oamaru	Development Contribution/HEU	3,287.00
(includes Weston)		
Omarama	Development Contribution/HEU	656.00
Otematata	Development Contribution/HEU	4,096.00
Palmerston	Development Contribution/HEU	2,133.00
All townships / localities	New connection	
	110mm connection	350.00
	150mm connection	cost plus 10%
	Disconnection	1,650.00
Trade Waste		
Annual minimum charge		705.38
Collection	Per litre/second	2,159.44
Treatment	Per kg BOD per day	150.36
Monitoring	Per year	1,856.25

Trade Waste (Continued)	BASIS FOR CHARGE	2009/2010
Supervision fee for stormwater connection to kerb and channel or roadside drain by owner's drainlayer (including reinstatement)		50.00
Saddle connection		375.00
Water Supply		
All	Disconnection fee	800.00
Awamoko	Development Contribution Levy/1m ³	1,087.00
Dunback	Development Contribution Levy/1m ³	3,065.00
Dunrobin	Development Contribution Levy/1m ³	1,940.00
Duntroon	Development Contribution Levy/1m ³	670.00
Enfield	Development Contribution Levy/1m ³	3,512.00
Goodwood	Development Contribution Levy/1m ³	1,838.00
Hampden/Moeraki	Development Contribution Levy/1m ³	1,807.00
Herbert/Waianakarua	Development Contribution Levy/1m ³	1,950.00
Kakanui	Development Contribution Levy/1m ³	1,630.00
Kauru Hill	Development Contribution Levy/1m ³	1,328.00
Kurow	New connections	
	20mm	1,900.00
	Water connection	
	Metered 25mm – 32mm	2,350.00
	Water connection	Cost plus 10%
	Metered 40mm and larger	
	Metered supply (20mm)	2,050.00
	Development Contribution Levy /HEU	2,530.00
Lake Ohau	New connections	
	20mm	1,900.00
	Water connection	
	Metered 25mm – 32mm	2,350.00
	Water connection	Cost plus 10%
	Metered 40mm and larger	
	Metered supply (20mm)	2,050.00
	Development Contribution Levy/1m ³	8,390.00
Lower Waitaki	Development Contribution Levy/1m ³	863.00

Water Supply (Continued)	BASIS FOR CHARGE	2009/2010
Oamaru	New connections	
	20mm	1,900.00
	Water connection	
	Metered 25mm – 32mm	2,350.00
	Water connection	Cost plus 10%
	Metered 40mm and larger	
	Metered supply (20mm)	2,050.00
	Development Contribution Levy/ HEU	4,872.00
Omarama	New connections	
	20mm	1,900.00
	Water connection	
	Metered 25mm – 32mm	2,350.00
	Water connection	Cost plus 10%
	Metered 40mm and larger	
	Metered supply (20mm)	2,050.00
	Development Contribution Levy /HEU	5,821.00
Otekaieke RWS	Development Contribution Levy /1m ³	1,181.00
Otematata	Capital charge	
	New connections	
	20mm	1,900.00
	Water connection	
	Metered 25mm – 32mm	2,350.00
	Water connection	Cost plus 10%
	Metered 40mm and larger	
	Metered supply (20mm)	2,050.00
	Development Contribution Levy /HEU	6,775.00
Palmerston	Connection charge	
	New connections	
	20mm	1,900.00
	Water connection	
	Metered 25mm – 32mm	2,350.00
	Water connection	Cost plus 10%
	Metered 40mm and larger	
	Metered supply (20mm)	2,050.00
	Development Contribution Levy /HEU	3,060.00
Stoneburn	Development Contribution Levy /1m ³	1,115.00
Tokarahi	Development Contribution Levy /1m ³	1,747.00
Weston	Development Contribution Levy /1m ³	3,224.00
Windsor	Development Contribution Levy /1m ³	1,180.00

COUNCIL CONTROLLED ORGANISATIONS

A Council controlled organisation is a Company in which a Council (or Councils) has a controlling stake. This is defined in Section 6 of the Local Government Act 2002.

Waitaki District Council has four subsidiaries which fall in to this definition. They are:

- Omarama Airfield Limited
- Waitaki Development Board Limited
- Waitaki District Health Services Limited
- Whitestone Contracting Limited

This Chapter describes each company and identifies:

- Council's reasons for ownership and control
- what services the Company is intended to provide
- the means by which Company performance will be judged

OMARAMA AIRFIELD LIMITED

BACKGROUND

Omarama Airfield Limited was formed in 1993 to develop and operate the Omarama Airfield. Waitaki District Council and Omarama Soaring Centre Inc. jointly own the Company with each shareholder owning 50% of the shares issued by the Company. Under the provisions of the Local Government Act 2002, it is deemed to be a Council Controlled Trading Organisation.

Omarama Airfield Limited owns the airfield, infrastructure and common facilities and is responsible for its ongoing development and day to day airfield operations, maintenance and administration as required.

OBJECTIVES FOR OWNERSHIP

Council's primary objective for continued ownership is to maintain public access to the airfield for its transport and recreational facilities while encouraging the gliding facilities and activities which make use of the world class gliding environment of the Omarama area. The Airfield also contributes to the local economy.

Omarama Airfield contributes to the following Community Outcomes:

- ***Waitaki has a diverse, sustainable and growing economy***
- ***Waitaki has essential transport networks and services***
- ***Waitaki's unique culture and heritage is celebrated***

A range of easily accessed facilities and events enable participation and enjoyment of sporting and cultural activity by all members of the community

The principal objective of the Company is to provide airfield facilities to support flying activities and opportunities in the Omarama area. The principal objective is advanced through:

- Public access to airfield facilities
- Recreational flying activities
- Commercial operations
- Competitions and events

Council expects that in conducting the affairs of the Company, the directors shall ensure:

- Business activities are conducted in an efficient and effective manner
- Assets and liabilities are prudently managed
- Overall performance supports Shareholders reasons for continued ownership
- Appropriate decisions are made that enhance the achievement of the Company's long term needs and objectives
- The Company acts as a good employer and as an environmentally conscious and responsible citizen
- Transparent and collaborative relations are maintained with its shareholders.

PERFORMANCE TARGETS AND MEASURES

Over the next three years, the Company's performance targets are to:

- Operate and provide planned services within budgeted income
- Achieve a break even or better result after prudent provision for assets depreciation and replacement, and for future trading requirements
- Update the Company's business plan on an annual basis
- Measure the economic benefits to the Omarama and Ahuriri community arising from the operation and development of the Airfield.

WAITAKI DEVELOPMENT BOARD

BACKGROUND

Waitaki Development Board Limited was established in December 1996 and is 100% owned by the Waitaki District Council. Under the provisions of the Local Government Act 2002 it is deemed to be a Council Controlled Organisation.

The activities undertaken by the Company include, but are not limited to:

- Facilitation of economic growth by advancing the Tourism Strategy, investment strategies and incentive policies
- Growth of the tourism industry through implementation of the Tourism Strategy and advising Council on visitor infrastructure needs
- Provision of visitor information through the services of the Oamaru i-SITE and supported by Kurow, Omarama and Palmerston Visitor Centres
- Management of the Oamaru Blue Penguin Colony
- Fostering partnerships and collaborative relationships with stakeholders at local, regional and national levels.

OBJECTIVES FOR OWNERSHIP

Council's primary objective for continued ownership and control of the Waitaki Development Board is to advance economic development within the district by fostering a strong, diverse, sustainable and growing economy.

The Waitaki Development Board contributes to the following Community Outcomes:

Waitaki has a diverse, sustainable and growing economy

Waitaki is served by responsive and efficient government: our local and central governments demonstrate efficient and effective use of resources.

Waitaki's unique culture and heritage are preserved and celebrated.

The Waitaki Development Board's key objective is to provide an environment conducive to the growth of the local economy, while having regard to social, environmental and cultural outcomes. Specific objectives include the attraction of grant funding; growth of the infant tourism industry within the district, management of a commercial enterprise i.e. the Oamaru Blue

Penguin Colony and facilitating investment in the district, especially sustainable infrastructure investment.

Council expects that in conducting the affairs of the Company, the directors shall ensure:

- Business activities are conducted in an efficient and effective manner
- Assets and liabilities are prudently managed
- Overall performance supports Council's reasons for continued ownership
- Decisions are based on the achievement of long term strategic needs and objectives, not short term expediencies
- The Company acts as a good employer and as an environmentally conscious and responsible citizen
- The Company in its consultative practices has due regard for Maori
- Transparent and collaborative relations are maintained with the shareholder

PERFORMANCE TARGETS AND MEASURES

Over the next three years, the Company's performance targets are to:

- Maintain or increase the District's current resident population (as at March 2008) of 20,205
- Achieve an annual GDP per capita for the District that is 2% higher than the national average
- Achieve annual returns on investment that exceed the 90 day bill rate in each quarter
- Increase the number of bed nights purchased in the District from 308,213 in 2007/08 to 340,000 by 2019.
- Increase the average length of stay for visitors from 1.57 days to 1.8 days by 2019
- Increase visitor numbers to the Oamaru Blue Penguin Colony by 3% annually
- Achieve annual growth in the District's tourism GDP per capita that is higher than the national average.

WAITAKI DISTRICT HEALTH SERVICES LIMITED

BACKGROUND

Waitaki District Health Services was established in 1997 for the charitable purpose of providing health services to the community and is 100% owned by the Waitaki District Council. Under the provisions of the Local Government Act 2002, it is deemed to be a Council Controlled Organisation.

The activities undertaken by the Company include, but are not limited to:

- The operation of Oamaru Hospital
- The District-wide provision of health services including medical, women's health, child health, elderly health, disability support, public health, radiology and related support services
- Maintaining and operating the Otago District Health Board service contract for the Waitaki District
- Providing contract health and rehabilitation services for other organisations requiring local service
- Acquiring, maintaining and operating all buildings and other resources needed for the business of the Company

OBJECTIVES FOR OWNERSHIP

Council's primary objective for continued ownership and control is to ensure the healthcare needs and interests of the District are met through the provision of quality, locally based healthcare services.

Waitaki District Health Services contributes to the following Community Outcomes:

Waitaki people are safe and healthy

Our existing Waitaki Hospital services are retained and improved, while out of District services are easily accessed

Waitaki has strong and proud communities

Waitaki is served by responsive and efficient government

Central Government enables more freedom for local decision making

The principal objective of the Company is to operate a successful healthcare business by providing services to meet the healthcare needs of the Waitaki District community.

Council expects that in conducting the affairs of the Company, the directors shall ensure:

- That the company shall ensure that Government responsibility for funding of health services for Waitaki District is maintained at all times and that no call will be made on Council to fund health services to Waitaki District
- Business and activities are conducted in an efficient and effective manner
- Assets and liabilities are prudently managed
- Overall performance supports Council's reasons for continued ownership
- Expedient short-term decisions that may adversely impact on the achievement of future long term needs and objectives are avoided
- The Company acts as a good employer and as an environmentally conscious and responsible citizen
- Transparent and collaborative relations are maintained with the shareholder
- Pursue all avenues of funding that may be available from time to time for Waitaki District Health Services funding.

PERFORMANCE TARGETS AND MEASURES

Over the next three years, the Company's performance targets are to:

- Operate and provide planned services within budgeted income, including services contract income with the Otago District Health Board and income from other contracted sources

- Achieve a break even or better result after prudent provision for assets depreciation and replacement and for future trading requirements
- Update the Company's business plan on an annual basis
- Meet and observe performance targets and service standards required under Otago District Health Board and Ministry of Health contractual arrangements with the company
- Meet and observe adequate professional and technical standards in the delivery of Waitaki District health services and investigate, identify and implement appropriate measurement standards to ensure this is achieved
- Implement and maintain a Quality Assurance Programme to ensure adequate standards of care and services are maintained to the Company's patients
- Undertake ongoing monitoring of the Quality Assurance Programme to ensure an adequate performance in provision of health care services and adherence to all the applicable statutory and industry imposed regulations by the Company
- Establish, where appropriate, strategic alliances with business partners and community groups in order to achieve desired outcomes for health services
- Report regularly to Council and to the Community through the Waitaki District Health Forum on community health achievements and outcomes
- Maintain the Waitaki District Health Forum in accordance with a community approved protocol for the Forum's operation and objectives as a means of liaison and communication between the hospital and community related health groups
- Enhance and develop good community health services outcomes, particularly with regard to the elderly
- Work with all parties having a professional or business interest in health care in the Waitaki District to maintain and improve the range and quality of health care services in the District

WHITESTONE CONTRACTING LIMITED

BACKGROUND

Whitestone Contracting Limited (WCL) was established in 1991 and is 100% owned by the Waitaki District Council (Shareholder).

Under the provisions of the Local Government Act 2002, it is deemed to be a Council Controlled Trading Organisation.

The nature of the Company's activities will include those of a contractor and those activities of a trading organization that the Directors consider are profitable, appropriate and in the best long term interests of the Company and the Shareholder.

The scope of activities undertaken by Whitestone Contracting Limited include, but are not limited to, physical works for maintenance and construction including roading works, reticulation construction and maintenance, landscaping services, private sector including mechanics workshop, quarry and landfill operations and equipment hire.

OBJECTIVES FOR OWNERSHIP

Council objectives for continued ownership and control include:

- Stimulating a competitive contracting sector in our district
- Supporting local opportunities for a diverse labour market
- Obtaining a good return on investment commensurate with the business risks of WCL and the risk appetite of Council
- Providing emergency services support.

Whitestone Contracting Limited contributes to the following Community Outcomes:

Waitaki has a diverse, sustainable and growing economy

Waitaki has strong and proud communities

New residents are attracted and welcomed to the District

Waitaki's distinctive natural environment is valued and protected

The principal objective of Whitestone Contracting Limited is to operate as a successful business and the Company has a vision to be the contracting company of choice in the region.

In general, the Company is focused on continual improvement of our systems and processes to improve the way we operate and seeks to support local employment, the environment and the community while at the same time maximizing profit and performance in a way that is sustainable and reflects Council's objectives for ownership.

In pursuing the principal objective the Company and directors shall:

- Manage the Company's business activities in an efficient and effective manner
- Ensure assets and liabilities are prudently managed consistent with the nature of a contracting business
- Maximise the long term viability and profitability consistent with Council's objectives for ownership
- Manage the business with the objective of achieving agreed business growth
- Consolidate, and when financially advantageous, expand the Company operations in to the private and public sectors using the skill, abilities and management techniques that are available within the Company
- Maintain a diversified portfolio of work and clients to ensure continuity of returns to the shareholder
- Continue to review the Company structure to ensure the most efficient structure is in place to enhance profitability
- Be customer focused and ensure good customer contract results as measured against contract specifications
- Be a good employer by:
 - i) Providing a work environment that recruits, fosters and maintains safe, competent, motivated, committed and productive employees

- ii) Recognising and rewarding excellent performance of any staff
- Act in a environmentally and socially responsible manner and implement sustainable business practices
- Ensure transparent and informed relationships are maintained with the shareholder within the spirit of “no surprises”

PERFORMANCE TARGETS AND MEASURES

Over the next three years, the Company's performance targets are to:

- Achieve a before income tax return (prior to donations, sponsorships and subvention payments) on opening shareholders funds that exceeds 10% return on investment
- Continue to diversify the portfolio of works and clients
- Increase the percentage of revenue obtained from sources other than the Waitaki District Council
- Maintain a high standard of health and safety in relation to the Company's employees and the public, as measured by achieving ACC Workplace Safety Management accreditation
- Maintain ISO 9001 registration and related quality assurance programmes
- Obtain ISO 14001 standard to ensure we have systems in place to environmental legislative and regulatory requirements

GLOSSARY OF TERMS

These definitions are intended to define terms used in the Waitaki Community Plan in plain English. For legal definitions see the Local Government Act 2002 and the Rating Powers Act 1988.

Annual Plan

A plan that describes what activities the Council will do, the reasons for doing them, the performance measures used and how much revenue and expenditure it needs to undertake each activity.

Activities

All the things that the Council does. This Funding Policy lists 51 separate activities.

Bequest Values

Values that attach to the fact that leaving some facility in place for future generations may be of considerable and (inestimable) value to them and in itself an act to be valued. (Examples are collections of art Gallery and Museum).

BERL

Business and Economic Research Limited

Black water

Black water is water contaminated by human or animal wastes such as toilet water.

Building Act

Building Act 2004

Burials and Cremation Act

Burials and Cremation Act 1964 (and amendments)

Capital Expenditure

Expenditure that will increase the value of the Council's assets.

Capital Value

Market value of the land plus improvements at the time of valuation.

Civil Defence Act

Civil Defence Act 1983

Community Boards

Local elected bodies set up under the Local Government Act 2002. Community Boards are consulted by the Council and can represent community concerns to the Council. Waitaki District Council has two Community Boards, Ahuriri and Waihemo.

Community Centres

Public halls, community halls. Any facility or group of facilities for social, recreational, cultural or educational purposes or for the physical or intellectual wellbeing and enjoyment of the residents of the district, or any group or section of them, whether alone or together with other persons.

Community Outcomes

A set of statements owned and developed by the community with Waitaki District Council assistance, found in the Waitaki Tomorrow - Community Outcomes document. They exist to guide decisions made by the Council and to engage with other agencies about how they will invest in the community's future.

CV

Capital Value.

Development Contributions (Dev. Con.){DC}

A development contribution / financial contribution is a charge that is levied against sub-dividers and developers to help pay the cost of the new, upgraded, or extended water supply infrastructure that has to be provided to service their new sub-divisions or developments. Such contributions are payable in addition to the requirement that the owners reticulate all of the new sections or buildings at their cost.

Depr

Depreciation

Differential Rates

Council may make and levy rates based on differentials. This means that rates on specified types or groups of property may vary from rates on other types or groups of properties. Differentials can be based on:

- Property use or uses.
- Activities that are permitted, controlled or discretionary under an Operative District Plan.
- Activities that are permitted, controlled or discretionary under a Proposed District Plan.

- Land area.
- Where land is situated.
- Such other distinctions as the local authority thinks fit.

Dog Control Act Dog

Control Act 1996 and Dog Control Amendment Act 2003

Economic Allocation

Deciding the percentage of public good and private good for an activity by applying economic theory.

Efficiency

A test of whether a system of funding tool uses a reasonable amount of resources to allocate costs.

Exacerbator

An entity that directly causes negative effects that cost money to control.

Excludability

Benefits are to particular users; others can be excluded. An excludable function is likely to be a private good.

Existence Values

Values that relate to the fact that values can be attached to the mere existence of certain facilities even if the person who values them may never contemplate seeing or using them personally.

Fire fighting capabilities

There is no public fire fighting capabilities available within the rural water schemes. Council will continue to advise and encourage storage facilities on private properties within the rural schemes. Private water storage for fire fighting will be addressed in the Rural Fire Activity Management Plan.

Fire Service Act

Fire Service Act 1975

Food Act

Food Act 1981

General Rates

A rate levied for the general purpose of the local authority. Council may make and levy a general rate on every rateable property. This may be:

- A uniform rate in the dollar of property value on all properties; or
- A differential rate in the dollar of property value on all properties;

and

- A uniform annual general charge per separately rateable property.

GR

General Rates.

Grey water

Grey water is water contaminated by household processes such as dishwashing, laundry and bathing

Health Act

Health Act 1956

Impounding Act

Impounding Act 1955

Indicator

Flag or signal. Summary data that represent an issue of concern or which measure progress toward achieving an objective or outcome.

Infrastructure

Roads, bridges, water supplies, drainage systems, buildings, landfills and transfer stations.

Intergenerational Equity

The idea that the cost of a service should be fairly spread over the life of the assets, so that all people who benefit contribute a fair share.

Land Transport Management Act

Land Transport Management Act 1998

Land Value

Market value of the land at time of valuation.

LN

Loan

The Litter Act

The Litter Act 1979

Local Electoral Act

Local Electoral Act 2001

Local Government Act 1974

Several sections of the LGA 1974 still apply although the LGA 2002 is in force.

Local Government Act 2002 (LGA)

The law that defines the powers and responsibilities of territorial local authorities like Waitaki District Council.

Local Government Commission

A body appointed by Government to decide on proposals to reorganise councils or to change their basis of election.

LTCCP

Long Term Council Community Plan. The Waitaki LTCCP is called Waitaki Community Plan (see also WCP).

LV

Land Value.

Non-excludability

Benefits may be to particular users, but it is not possible or practicable to identify and charge them. This is a practicable reason for public good funding.

Non-rivalness

Once a benefit is provided a large number of people can use it at little or no extra cost. Non-rivalness is an indicator of public good.

NZ GAAP and NZ IFRS

A set of accounting standards that Council is required to observe in its public reports

NZTA

New Zealand Transport Agency

OBPC

Oamaru Blue Penguin Colony

Operating Expenditure

Expenditure for the normal services of the Council.

Option Values

Values that relate to the value that non-users put on the availability of a service. For instance, people can value the fact that they have the option of using a recreation centre even if they never actually make use of it.

Outcome

A desired state of affairs.

People-based benefit

A benefit that people can enjoy without owning property.

PPE

Property, Plant and Equipment

Practicability

A test of whether a funding tool is lawful and whether it will allocate costs in the desired way.

Prestige Values

Values that attach to the fact that some object or function may contribute to a sense of civic pride felt by individuals whether or not the facility is ever seen or used by them. (Stadiums or civic centres are potential examples).

Private Good

The extent to which a service directly benefits individuals rather than the community as a whole. Private good is an indicator that users should pay.

Property-based benefit

A benefit that accrues to people because they own property. It may be a service to property or an activity that benefits property values

Public Good

The extent to which a service benefits the community as a whole rather than individuals. Public good is an indicator that ratepayers should pay.

Rates

Funds collected by the Council from levies on property. These are based on capital value or land value of the property but the term is often used to include Targeted Rates

Reserves Act

Reserves Act 1977

Reticulated Services

Water supplies, sewerage systems and stormwater drainage systems.

Rivalness

Rivalness exists where consumption of a service by an individual reduces the amount of service available to others and the service provider needs to produce more outputs to satisfy other users. Rivalness is an indicator of private good.

RMA

Resource Management Act 1991 and RMA Amendment Act 1993

Targeted Rates (TR)

A rate levied for undertaking a specified function or for providing any specified service for the benefit of all or part of the district. Targeted Rates must be applied only for the purpose for which they are levied. Targeted Rates may be in the form of:

- A uniform rate in the dollar of property value on all properties.
- A differential rate in the dollar of property value on all properties.
- A Targeted Rate per separately rateable property (TR).

Sale of Liquor Act

Sale of Liquor Act 1989

Separately Used or Inhabited Part (SUIP)

Each part of the Rating Unit that has a separate use (i.e. each dwelling or business).

Social and equity modification

Changing the economic allocation of costs for reasons of fairness, or to implement another policy, or to avoid sudden changes to the allocation of costs.

Solid Waste Disposal

Disposal of waste at landfills and transfer stations

Stormwater

Stormwater is rain water and snow melt that does not soak into the ground and become surface runoff.

STP

Sewer Treatment Plant

Transparency

A test of whether people who pay for activities can see where their money is allocated.

TR

Targeted Rate.

UAGC

Uniform annual general charge.

Targeted Rate

Income to the Council for specific services by a levy of an equal amount on each rateable property that uses these services (this charge does not vary with value of the property).

Uniform Annual General Charge (UAGC)

Income to the Council for general use by a levy of an equal amount on each rateable property (this charge does not vary with value of the property).

User Charges

Income to the Council by fees paid by those who use specific services provided by the Council.

User Recoveries

Income to the Council by user charges and volunteer contributions.

Utilities

Telecommunication lines, power lines, water and sewer pipes.

Wastewater

Wastewater is a combination of liquid wastes which may include chemicals, house wastes, laundry wastes, toilet wastes, animal and vegetable matter in suspension or solution and other wastes discharged from residential, business and industrial establishments.

WCP

Waitaki Community Plan (see also LTCCP)

