

Ashburton District Council



Long Term Plan 2012 – 2022
VOLUME 1

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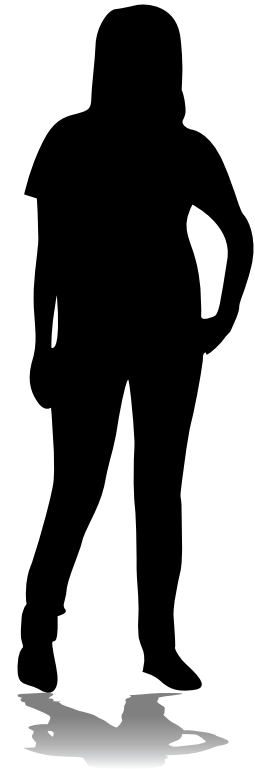
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Part 1

Introduction



Welcome from the Mayor and CE

Welcome to the fourth Ashburton District Long Term Plan, covering the years, 2012-22. The Long Term Plan details what we are planning to do over the next ten years, how much it will cost, and what we are looking to achieve for our community.

Our community sent some strong messages through the consultation process for this Long Term Plan.

We listened and we have to learn from what we heard. We must improve communication with our communities, and we must give greater encouragement for residents to be part of Council decision-making along the way.

Our District is Well Placed

Ashburton District continues to prosper. Despite tough global economic conditions over the past few years, the district has remained resilient and has continued to grow. Investment in our agricultural and service support sectors has continued to create new employment opportunities and attract new residents to the district.

In recent years the Council has invested in infrastructure that delivers services our resident's needs, the environmental outcomes we all seek and that caters for the ongoing growth of the district. Drinking water supplies throughout the district are delivering the benefits of cleaner, more reliable drinking water. Wastewater schemes in Ashburton, Methven and Rakaia are safe, environmentally responsible and can cater for growth.

The Ashburton Business Estate is another investment in our future that will begin to pay dividends as we continue to develop as a district. Properties are now being marketed and the development providing opportunities for our existing businesses to grow and for new businesses to come to the district and add to our economic and social fabric. This is a long term investment, initially assessed to meet the district's needs for the next generation.

Investing in Our Future

This Long Term Plan sees two major community asset projects come to fruition over the next three years. The new Art Gallery and Heritage Centre will ensure the stories, records and artefacts of our local history can be enjoyed by current and future generations. The Centre will also enable our community to enjoy and be challenged by local art and works from around the world. Both the museum and gallery have collections recognised to be nationally significant.

There has been confusion around the status of the Art Gallery and Heritage Centre project. Council accepted a tender for construction in August 2011, and is committed to its completion. This decision was made after a series of consultation processes in our community.

The Riverside Sport and Leisure Centre is planned to be built over the next three years. The Riverside Centre will provide a new aquatic facility for the district and for the first time we will have a comprehensive indoor sports facility that will enable our community to enjoy sports all year round. The district has enthusiastically supported this project at consultation steps along the way. The location allows for site development by other sports into the future.

These are both once in a generation community facilities that will expand the recreational, sporting and cultural opportunities available for Ashburton District residents and visitors. These facilities are vital if we are to attract and retain the people we need to ensure our district continues to prosper.

Some Challenges Still to be Faced

Investing in our future does not come without cost. Council has looked to keep rate rises to a minimum and considering the scale and quality of the investments being made in the community we believe our rates continue to provide value for money for our residents.

Council has placed responsible limits on rates, rates rises and borrowing that will ensure we remain fiscally prudent.

Overall rates are proposed to increase by 5.3% in the coming year, 7.4% in year 2 and 7.4% in year 3, though the impact on individual properties will vary. We are currently in the lowest quartile nationally for rates per resident and aim to remain in this position while providing services and facilities that rival the best available in the country.

As Ashburton District continues to move forward Council is looking to be careful to balance progress with financial and environmental responsibility. All decisions to fund community projects and infrastructure upgrades have been carefully considered to ensure affordability and sustainability for Council and the community.

Funding for Roads: Over the last 10 years, Council has increased spending on our roading network, significantly improving the condition. Central government pay a share of maintenance costs, funded from petrol taxes and road user charges.

The government share of maintenance costs has, for this district, reduced to 46% (national average 50%). In addition, NZTA has not funded the level of maintenance Council believes is needed to maintain our road network to its current standard.

The traffic volume and number of heavy vehicles on local roads continues to increase. We have concern over central government's level of commitment to necessary maintenance to ensure progress made in recent times is sustained.

Sustainable Management: As the district relies on our precious natural resources to provide prosperity, it is important to protect our environment for the benefit of future generations. Initiatives such as the Canterbury Water Management Strategy Zone Implementation Programme, Clean Heat Ashburton and the Ashburton District Biodiversity Action Plan, work toward achieving this protection.

Canterbury Earthquakes: Our communities have achieved great things over the past three years but perhaps the dominating feature for all in Canterbury has been the earthquakes of the past two years. The long-term impact of the Canterbury earthquakes on Ashburton District is uncertain, with the situation

changing as more detailed assessments are undertaken. The Council will work with property owners and businesses affected and with community and government agencies to find practical solutions to problems that arise.

We acknowledge the effort and resourcefulness of our residents who have had to deal with challenges of their own arising from the earthquakes or who have helped others throughout Canterbury in theirs. This time has brought Canterbury together in ways probably not seen before. It has also provided a lesson to us all in the value of having strong and connected communities and empowered and resourceful people.



Angus McKay
Mayor of Ashburton District
28 June 2012



Brian Lester
Chief Executive

About the Long Term Plan 2012 - 22

Council produces a Long Term Plan (LTP) every three years. The plan explains what Council proposes to do over the next ten years, with the first three years in detail and the following seven years based on the best information currently available.

The Long Term Plan 2012–22 has been developed to provide information on:

- **Strategic direction** – Part two of the Plan considers the key issues facing the district, and Council’s strategic vision for the coming ten years, including community outcomes and Council’s financial strategy.
Pages 18 to 47
- **Upcoming Projects** – Part three of the Plan details the major projects Council will undertake over the next ten years. These include the Riverside Sport and Leisure Centre, Art Gallery and Heritage Centre, an extension to the Council administration building and the continued development of the Ashburton Business Estate. This section also provides information on key projects and rates by area.
Pages 50 – 64
- **Council activities** – Part four of the Plan gives an overview of all of Council’s activities, structured into twelve activity groups. This section explains what Council intends to do, why we do it and includes work programmes and budgets for the next ten years.
Pages 67 – 219

- **Fees and charges 2012/13** – Part five is a schedule of Council’s fees and charges for the 2012/13 year.
Pages 221 – 240

- **Auditor General’s report** – Part six contains Audit New Zealand’s opinion on Council’s draft Long Term Plan.
Page 241

- **Financial policies and disclosures** – Part seven of the Plan contains Council’s forecasting assumptions and funding and financial statements for the coming ten years, including details of rates and other funding sources.
Volume 2 pages 248

- **Key Council policies** – Part eight of the Plan contains the key Council policies that guide Council’s decision-making processes, including who pays for which activities.
Volume 2 pages 348

Listening to our Communities

What you think about issues and projects affecting our communities is important to us. Seeking ways to find out what the community thinks and how to involve the community in decision-making is a key part of Council's business.

Community engagement means forging relationships that encourage the exchange of ideas between the community and Council, and informing residents of what Council is planning to do.

Council uses a range of different methods to engage the community, to suit each situation and make sure that residents are involved. This includes formal engagement and reporting processes, consultation on particular issues and projects and elected members and Council staff working with the community and communicating with residents in ways that work.

Formal Community Engagement and Reporting Processes

Every three years Council details what it proposes to do over the next ten years through the Ten Year Plan. Residents are encouraged to give comment and provide feedback on the proposed work programmes, budgets and policies.

In years when Council does not produce a Long Term Plan, an Annual Plan is prepared to provide an update of proposed work programmes and expenditure for the coming year. Again, the community is encouraged to comment or provide feedback on the work programmes and budgets within it.

Working with our Community

Elected members and council staff work with a range of community groups and organisations to ensure their feedback and input is incorporated into Council decision-making.

Council advocates for the needs of the community at regional and national levels – for example, by preparing submissions on policy documents. Council also coordinates community agencies lobbying for improvements to national services such as health, education and social services.

At a regional level, Council advocates for issues relating to the sustainable use and development of the district's resources. We also work jointly with other Canterbury and South Island councils on matters of mutual concern.

Ongoing Communication

To ensure that the community is kept up to date with Council issues and initiatives a range of regular communication means are used. These include:

- **District Diary** – A magazine-style publication delivered to every household in the District every six weeks with interesting stories and updates on Council projects and decisions
- **Weekly Notice Board** published in the Ashburton Guardian – a mix of public notices and general council information
- **The Council website** – www.ashburtondc.govt.nz – is updated regularly with a wide variety of readily accessible information

Maori Participation in Council Decision Making

Ngai Tahu occupies all but the most northern part of the south island, which includes the Ashburton District in its entirety. Te Runaka o Arowhenua, which is based at Arowhenua marae outside Temuka, have mana whenua over Ashburton District.

Council has a strong relationship with the runaka and normally makes a formal visit to the marae each year to discuss issues of mutual importance. The runaka has a focus on issues of kaitiakitanga, particularly within the context of the Resource Management Act and Council works closely with Arowhenua on issues of this type, as well as other issues of mutual importance.

Te Runaka o Arowhenua has its own agency, Arowhenua Whanau Services, which delivers health and social services in the South Canterbury District Health Board area. The organisation is a valued contributor to community planning processes within Ashburton District, particularly the Ashburton District Social Wellbeing Forum.

Consideration has been given by the Runaka and Council to developing a formal Memorandum of Understanding to provide a structured framework for the two organisations to work together within. However, both organisations feel the relationship they have is strong enough to make undertaking this process unnecessary.

Council continues to be committed to building a strong relationship with Te Runaka o Arowhenua and working with the Runaka in good faith.

The Runaka has developed its own strategic plan to guide future development. Council will look to contribute where appropriate to the achievement of the Runaka's strategic goals.

Arowhenua's strategic vision is:

Arowhenua – Nurturing our people through generations, guardians of the environments we live in, progressing our future locally and globally.

Hakatere Marae Komiti – On issues regarding social wellbeing in the district, Te Runaka o Arowhenua have requested that Council work with the Hakatere Marae Komiti, a mataa waka (from many canoes) organisation based at the Hakatere.



What You Told Us About the Plan

Engaging with the Community

The views of the community are important in the development of the Long Term Plan 2012-22. Council sought community views on proposed services, projects and expenditure levels for the ten year period of 2012-22 during a four week consultation process beginning on 12 April 2012.

Council prepared a summary of the Long Term Plan which was delivered to all households in the district. This explained the key points of the proposals contained in the Plan and asked residents to provide Council with feedback on what was proposed.

Copies of the full document were available from various locations throughout the district, or to download from Council's website.

Community meetings were held in six of our towns to provide residents with the opportunity to learn about Council's proposals for the coming ten years, and to ask staff and elected members questions about these proposals.

Community meetings were held at the following locations:

Rakaia	Monday 30 April	Rakaia Community Centre
Hakaterere	Tuesday 1 May	Lower Hakaterere Hall
Methven	Tuesday 1 May	Methven Heritage Centre
Ashburton	Wednesday 2 May	Ashburton Masonic Centre
Hinds	Thursday 3 May	Hinds Community Centre
Mt Somers	Monday 7 May	Mt Somers War Memorial Hall

An information board was on display in the Ashburton Arcade on 8, 9 and 10 May. Staff were on-site to talk to the public and answer questions between 11am and 1pm on each of these days.

Submissions

Council received 312 submissions to the draft Long Term Plan 2012-22. Submitters were given the opportunity to speak to Council about their submission if they wished. Hearings of submissions were held on 22 and 23 May, with 51 people choosing to make their submissions on person.

The majority of submissions focused on the two major projects Council is undertaking in the coming three years – the Art Gallery and Heritage Centre, and the Riverside Sport and Leisure Centre.

Art Gallery and Heritage Centre

The Art Gallery and Heritage Centre project attracted a lot of community interest throughout the community consultation period and 205 submissions from residents.

Council recognised the large number of submissions suggesting this project not proceed. Council was, however, unable to act on these submissions as the project had been confirmed in August 2011 with the awarding of a construction contract to local company Bradford Builders. This project had been consulted on several times during the planning and development stages of the project.

Council apologises to residents if it was not clear in the draft Long Term Plan 2012-22 or the summary of the Plan that the project was confirmed.

Council acknowledges it needs to do better in terms of communicating with the community on projects such as this. In short – we will be aiming to do much better in the future in this regard.

Riverside Sport and Leisure Centre

The Riverside Sport and Leisure Centre also attracted significant interest from the community and 127 submissions were received from the community on various aspects of this project.

The submissions received will be provided to the Project Group overseeing the development of this project for their detailed consideration.

While there are many aspects of this project that are able to change Council has approved a design brief that details the features to be provided as part of this project. These include:

- 25 metre main pool. All the advice Council and the Project Group have received on this issue confirm a 25 metre pool is right for our community in terms of capital cost, operating cost and usability. Swimming NZ in particular advise that only the larger cities in the country should be contemplating a 50 metre pool.
- Learn to swim and leisure pools
- A water feature that has broad user appeal
- A 4 court indoor stadium

Council has decided it will own the facility, as proposed in the draft Long Term Plan. This decision was made due to the level of financial input required of Council (\$25 million) and the need to fund depreciation of the facility to replace components as they wear out.

The issue of management of the Riverside Sport and Leisure Centre has not been formally decided on. The Long Term Plan 2012-22 shows income and expenditure related to the facility in Council's budgets implying Council in-house management. If the management model decided on is different from this it is likely there will be a separate community consultation process to inform the community and enable residents' views to be considered.

Key Changes to the Long Term Plan as a Result of Submissions

Open meetings were held on 28, 29, and 30 May for Council to deliberate on submissions received. A number of changes to the Plan were made as a result of submissions. Some of these changes are quite minor in nature, while others are of significance in terms of projects to specific communities.

The key decisions which have altered from the draft Long Term Plan 2012-22 are outlined below:

New Kerb and Channel Work – Methven and Rakaia

Council proposed in the draft Long Term Plan to not invest in any new footpaths or kerb and channel for the first four years of the Plan to help keep the rate increase within the limits set by the financial strategy. This did not affect renewals of existing footpaths and kerb and channel.

Council received submissions from the Methven Community Board and the Rakaia Community Association to have new kerb and channel projects brought forward for the respective towns. Council agreed to these requests, and have amended the budget for this work accordingly. This resulted in additional expenditure of \$159,000 in Rakaia for years 1 and 2 of the Plan combined, and \$16,500 in Methven in year 1 of the Plan.

Water Reticulation to Barrhill Village

The Barrhill Land Owners Association presented a proposal to extend to the Lyndhurst water scheme to provide a potable water supply to Barrhill village. They requested Council loan fund the expenditure, and strike a rate for houses connecting to the scheme to repay the loan over 25 years. The Association also sought a Council contribution towards the costs of the project (\$20,000), in accordance with Council's Revenue and Finance Policy.

Council agreed with both requests, and the budget has been amended accordingly. Council intends to strike a targeted rate on the affected properties for the repayment of the loan on 1 July 2013. A Council contribution of 10% of the capital cost of the project will be funded from the general rate.

Methven Swimming Pool

The Methven Community Board submission detailed the need for a major upgrade of the Methven Pool in the near future. The Board requested Council increase the targeted rate for the pool by \$5 per rateable unit. Council agreed to this request, and the targeted rate on Methven for the community pool has been increased to \$17.10.

Ashburton District Neighbourhood Support

Ashburton District Neighbourhood Support applied to Council, seeking financial contribution of \$15,000 per year towards their costs for each of the ten years of the Long Term Plan.

Council had provided annual funding to Neighbourhood Support until it went in to recess. Council sees value in the programme and decided to fund Neighbourhood Support for the first three years of the Long Term Plan. \$15,000 for the years 2012/13, 2013/14 and 2014/15 has been added to the Community Facilities and Support budget.

Council will assess any future funding at the time of the next Long Term Plan in 2015.

Relocation of Community Organisations

In May 2012 the building that housed Community House Mid Canterbury and Safer Ashburton District was identified as earthquake-prone, and the two organisations had to vacate the premises.

Alternative accommodation was secured quickly for both organisations, although at an increased rental cost compared to the previous premises.

Council provides annual grants to help fund the operating costs of Safer Ashburton and Community House, and received a request from both organisations for additional assistance to cover increased rental costs.

In light of exceptional circumstances, Council agreed to fund Safer Ashburton an additional \$3,000 per year, and Community House and additional \$8,000 per year.

Camp Grounds

Council received a submission suggesting a camp ground at Lake Hood. Council requested further investigation into the likely future demand for camping facilities, not just at Lake Hood but throughout the district, and budgeted \$20,000 in 2015/16 to undertake an assessment of camp ground requirements for the district.

Public Conveniences

Council received seven submissions regarding public conveniences in the district. Some submitters suggested Council consider constructing new public conveniences in locations where they are not presently available.

Council decided to investigate where public conveniences may be required in the future, and has budgeted \$10,000 in 2012/13 for investigation purposes.

Community Outcomes

One submission was received suggesting minor changes to the wording of Council's proposed community outcomes. Council agreed with the majority of the suggestions and the changes made to the community outcomes.

Staff Submissions

The chief executive presented submissions from staff for changes to the draft Long Term Plan. The requested changes were the result of either further information becoming available since the draft Plan was finalised or errors and omissions in the draft Plan.

Transportation - Reduced NZTA Subsidy Funding

The New Zealand Transport Agency advised its subsidy funding to Council's maintenance and renewals budget will be approximately \$1.85 million less than what was budgeted for the first three years in the draft Long Term Plan 2012-22.

Council believes it is inappropriate at this time for the community to fund this work 100% from rates, and decided to reduce the scope of work to be undertaken in the next three years to match the subsidy funding likely to be available. The net effect is a reduction in the work programme of approximately \$3.7 million in the first three years of the Plan. To keep within the revised budget this has required changes in the maintenance programme, such as reduced expenditure on wearing course replacement, sealed road rehabilitation, preventative maintenance and other maintenance work.

From year 4 onwards, Council has budgeted for an increase in NZTA funding, matched by increased rate funding, for road maintenance. NZTA has not given an indication of its likely approach to funding from year 4 onwards and there is no guarantee of an increase in subsidy funding. The risks associated with this situation are covered in the assumptions section of this document.

The impact of the reduced funding will be carefully monitored as it is expected, given the district's ongoing growth in vehicle numbers including heavy vehicles, the lower NZTA contribution will result in reduced levels of service in the medium term, though the exact impacts on the quality of the district road network are uncertain at this time.

Council will lobby NZTA and central government for an appropriate contribution to maintain the district's road network to a quality standard.

Reduced Residual Waste

The district is producing less waste to be transported to Kate Valley. This has resulted in lower expenditure than originally budgeted for in the draft Long Term Plan 2012-22, (a budget reduction of \$250,000 per year). Council asked for the budget to be amended accordingly.

Ashburton Cemetery – capital expenditure

Capital expenditure (excluding renewals) for the Ashburton cemetery was omitted in error from the Council's draft Long Term Plan. This expenditure had been approved by Council in the development of the Plan.

Capital expenditure for the Ashburton cemetery is now included in the Plan. The additional capital expenditure totals \$1,157,336 over the ten years. Please refer to the capital works programme in the Parks and Open Space section of this Plan for further details.

Winchmore Water Supply – separate loan rate

Council has received a proposal from residents for the Winchmore water supply to be taken over by the community. In the case this proposal eventuates, the chief executive requested a new rate to be created to enable Council to recover residual debt for capital expenditure if the community take over the scheme.

Council agreed to include the provision for this rate to be struck.

Building Consent Authority (BCA) Accreditation Levy

The chief executive's submission recommended the BCA accreditation levy be reduced to \$0.50 per \$1,000 project value, as consent volumes and value are ahead of the expected levels, and similar activity is expected in 2012/13.

Council decided to decrease the BCA accreditation levy to \$0.50 per \$1,000 project value. Council's schedule of fees and charges has been amended to reflect this.

Elected Representatives

Mayor



Mayor Angus McKay

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Deputy Mayor



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(Ashburton Ward)

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Ashburton Ward



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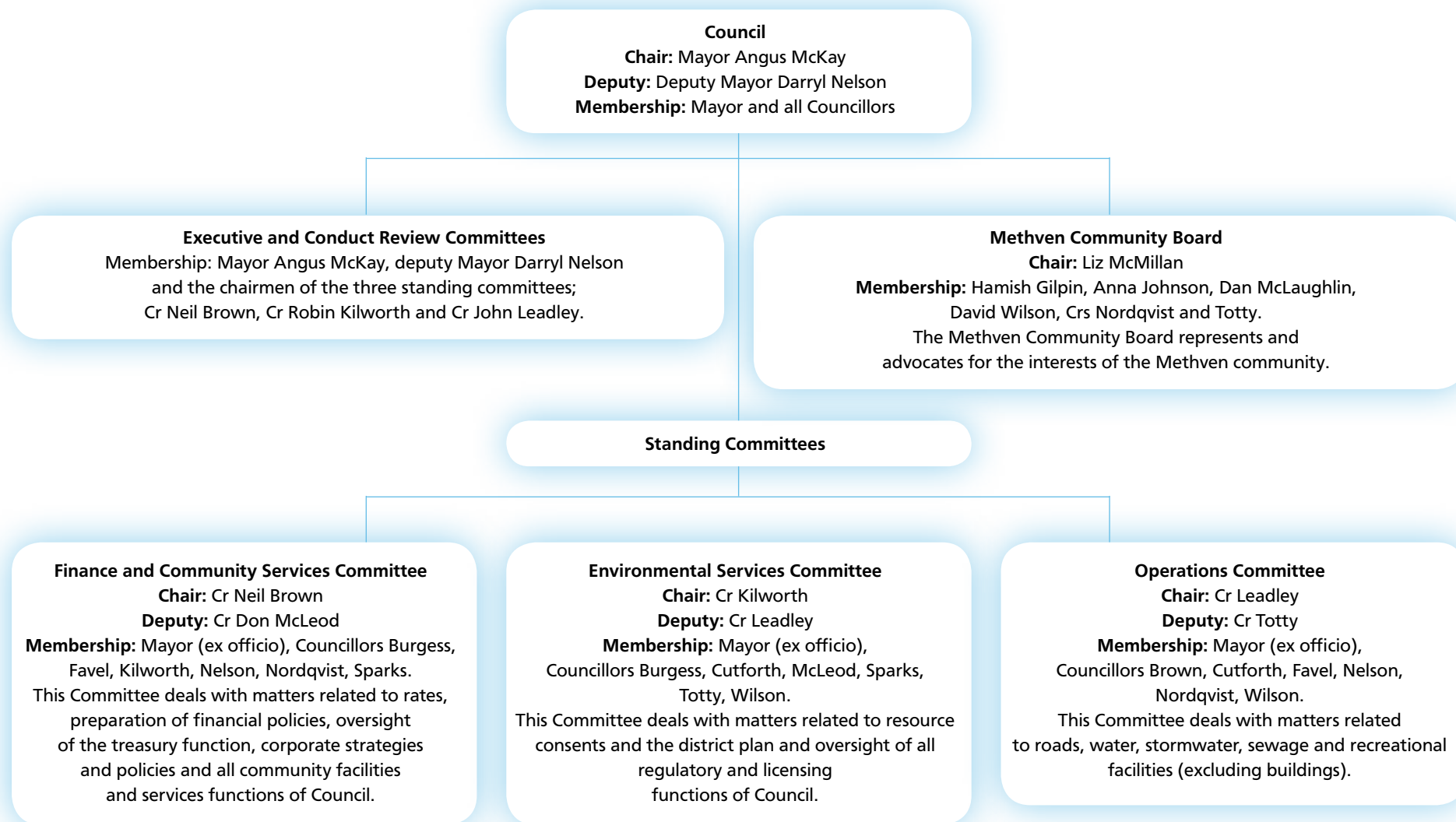
Cr Alan Totty

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Email:

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Governance



Council Subcommittees

Reporting to Finance and Community Services Committee	Reporting to Environmental Services Committee	Reporting to Operations Committee
Arts and Culture Assessment Subcommittee (including museum) Crs Sparks (C), Kilworth, McLeod	Ashburton District Licensing Agency (including statutory requirements) Crs Burgess (C), Cutforth, McLeod, Nordqvist	Farm Management Subcommittee Crs Wilson (C), Brown, Totty
Ashburton Airport Authority Subcommittee (includes external members) Crs Leadley (C), Brown, Nelson	Heritage Assessment Subcommittee (including work with external groups, recommend funding allocation, consider heritage items, issues for recommendation) Crs Sparks (C), McLeod, Nordqvist	Water Subcommittee (including potable water, stock water, NRRP water submissions, water development) Crs Nelson (C), Brown, Cutforth, Favel, Leadley, Totty, Wilson
Audit and Budget Subcommittee (including revenue expenditure, budget, LTCCP Overview, internal controls, audit, risk management) Crs Brown (C), Mayor, Kilworth, McLeod	Town Centre Subcommittee (including focus on urban design / planning, car-parking, green space, festive lighting and have a Council appointed representative from the Youth Council) Crs Nelson (C), Favel, Kilworth, Leadley, Sparks	
Community Awards Subcommittee Mayor, deputy Mayor, Crs Burgess, Nordqvist		
Creative Community Fund Allocation (includes external members) Crs McLeod (C), Sparks		
Forestry Subcommittee Crs Totty (C), Brown, Cutforth, Nelson.		
Housing and Social Services Subcommittee (including pensioner housing, developing 'social' policies, working with other agencies) Crs Burgess (C), Leadley, Burgess, Nelson, Sparks, McLeod, Nordqvist		
Property and Investments Subcommittee (including Ashburton Contracting Limited) Crs Brown (C), Kilworth, McLeod, Nelson		(C) Indicates the chairperson for the subcommittee or working group.
Rural Travel Fund Allocation (includes external members) Crs Nordqvist (C), Wilson		Note: Subcommittees may be formed or discontinued at any time according to Council's needs, therefore this list may alter in the future.

Council Representatives on other Committees

Council Representatives on Joint Committees with other Authorities	Council Representatives on Reserve Boards	Council Representatives on Hall Committees
Air Plan Joint Working Committee Crs Burgess, Kilworth, Leadley	Alford Forest :: Cr Totty	Laghmor / Westerfield :: Cr Cutforth
Ashburton Stadium Complex Project Group Mayor (C), Crs Brown, Kilworth	Chertsey :: Cr Brown	Mayfield :: Cr Totty
Ashburton Water Management Zone Committee Cr Brown	Dorie :: Cr Brown	Methven :: Cr Nordqvist
Canterbury Waste Joint Committee Cr Nelson	Ealing :: Cr Wilson	Rakaia :: Cr Brown
Canterbury Water Management Strategy Mayor	Greenstreet :: Cr Totty	Tinwald :: Cr Burgess
Civil Defence Emergency Management Group Cr Nelson	Highbank :: Cr Nordqvist	
Regional Land Transport Committee (ECan) Mayor (Cr Brown alternate)	Hinds :: Cr Wilson	
Road Safety Coordinating Committee Crs Cutforth, Favel	Lynnford :: Cr Wilson	
Total Mobility (ECan) Cr Burgess	Maronan :: Cr TBA	
Local Government New Zealand Zone 5 Mayor and deputy Mayor	Mayfield :: Cr Totty	
	Methven :: Cr Nordqvist	
	Mt Somers :: Cr Totty	
	Pendarves :: Cr Brown	
	Rakaia :: Cr Brown	
	Ruapuna :: Cr Totty	
	Seafield :: Cr Cutforth	
	Tinwald :: Crs Kilworth, Leadley	

Council Representation on other Organisations

Council Representatives on Community Organisations:		Ecan River Rating Areas:	
Active Ashburton Crs Cutforth, Favel, Nordqvist	K88 Trust Mayor	Ashburton	Cr Leadley
Ashburton Aquatic Park Trust Appointments Committee Mayor	Mayfield Citizens Association Cr Nordqvist, Totty	Staveley	Cr Totty
Ashburton Art Gallery and Museum Trust Mayor (or appointee), Cr Kilworth	Mt Somers Citizens Association Crs Nordqvist, Totty	Mt Harding	Cr Nordqvist
Ashburton Citizens Association Crs Favel, Kilworth	Rakaia Community Association Inc Crs Brown, Cutforth	Double Hill	Cr Totty
Ashburton Community Water Trust Mayor	Rangitata Diversion Race Board of Directors Mayor (CEO alternate)	Dry Creek	Cr Nordqvist
Ashburton Domain Oval Pavilion Trust Cr Burgess	Council Representatives on Associated Organisations:	Lower Hinds	Cr Wilson
Ashburton Domain Pavilion Committee Cr Burgess		Upper Hinds	Cr Totty
Ashburton Performing Arts Theatre Charitable Trust D Welsh, J Rollinson (Mayor appoints representatives)		Lower Rakaia	Cr Brown
Ashburton Resource Centre Trust Cr Leadley		Lagmhor Hinds	Cr Cutforth
Ashburton Senior Centre Trust Mayor		Council Representatives on Advisory Groups:	
Ashburton Trust Event Centre Management Committee Cr Brown, J Rollinson		Canterbury Economic Development Co Ltd Mayor (CEO alternate)	
Ashburton Hakatere River Trail Committee Crs Sparks, Favel		Canterbury Regional Water Management Committee Mayor	
Canterbury/Westland Sports Trust (joint with Selwyn District Council) Selwyn Representative		Electricity Ashburton Shareholders Committee C Robertson, B McPherson, D Ward	
Ashburton Community Pool Board Crs Burgess, Favel, Wilson		“Keep Ashburton Beautiful” Working Group Crs Kilworth, Leadley	
Hinds Ratepayers Group Crs Cutforth, Wilson		Council Representatives on Rural Fire Forces:	
Historic Places Aotearoa - Mid Canterbury Branch Cr Nordqvist		Ashburton Rural	Cr Nelson
		Hinds	Cr Wilson
		Mayfield	Cr Totty
		Mt Somers	Cr Totty
		Pendarves	Cr Brown
		Willowby	Cr Wilson

Management Structure



Part 2

Strategic Direction



Ashburton District Profile



About Our District

Situated around 80 kilometres south of Christchurch, Ashburton District is in the central South Island. The district is bounded by the Pacific Ocean in the east, the Southern Alps in the west and the Rakaia and Rangitata Rivers at the north and south. The district covers around 6,175 square kilometres and has a population of approximately 30,100.¹

Traditionally a sheep and grain growing district, this has changed in recent years. An increase in the use of on-farm irrigation has led to changes in the way land is used, with a shift toward dairy farming and specialised crops such as seeds. This land-use change, combined with the continued growth in primary product processing, has seen the district's population grow steadily over the past ten years.

General

Population	30,100
District Area (km ²)	6,175

Open Space

Total Area of Parks (ha)	400
Area of Sports Fields	57

Infrastructure

Total roads (centreline kms)	2,643
Length of sealed roads (kms)	1,485
Length of unsealed roads (kms)	1,157
Number of bridges	184
Length of footpath (kms)	210
Number of ADC water supplies	14
Length of water pipes (kms)	389
Length of waste water pipes (kms)	159
Length of stormwater pipes (kms)	26
Length of stockwater races	2,874

Rating Information as at 30 June 2011

Rating system	Capital value
Rateable properties	15,643
Total rateable value	\$12,071,739,800
Average rateable value	\$771,702
Date of district valuation	July 2009
Rates revenue (2010/11)	\$23,016,000
Total revenue (2010/11)	\$47,985,000

¹ Statistics New Zealand Population Estimates 2011

Our People

The population of Ashburton District is estimated to be 30,100², as at 30 June 2011. The last national census, carried out in 2006, showed Ashburton District to have the following demographic characteristics:

- **Population growth** – The population of Ashburton District increased 7.6% over the census period, compared to New Zealand overall which grew by 7.8%. This is much higher growth than the previous census period, (1996 – 2001), when the district’s population grew by just 1.1%. The current population growth makes Ashburton District one of the fastest growing rural districts in the country.
- **Population age** – The median age in the Ashburton District is 39.8 years old, which is higher than New Zealand median age of 35.9 years.
 - 16.3 percent of people in Ashburton District are aged 65 years and over, compared with 12.3 percent of the total New Zealand population.
 - 20.7 percent of people are aged less than 15 years of age in Ashburton District, compared with 21.5 percent for all of New Zealand.
- **Ethnicity** – 82.2 percent of people in Ashburton District belong to the European ethnic group, compared with 67.6 percent of all New Zealanders.
 - 6.1 percent of people in Ashburton District identify as Maori, compared with 14.6 percent of all New Zealanders.
 - 10.5 percent of people in Ashburton District were born overseas, compared with 22.9 percent for New Zealand as a whole.

The district’s population has grown steadily over the past few years, driven primarily by local economic growth. Ashburton District’s population looks set to continue this growth, reversing earlier trends of low or no growth.

Our Towns and Villages

Ashburton is the major town of the district (population approximately 17,900³), and is the commercial and services hub of the district. The town also has a strong and growing manufacturing sector.

Methven, at the base of the Southern Alps foothills, is a ski village servicing Mount Hutt and an agricultural service centre for the surrounding area. Methven has a population of around 1,600⁴, but this grows significantly during the ski season.

Rakaia (population 1,200⁵), is located on the southern bank of the Rakaia River and is famous for salmon fishing and fertile productive land that borders the river. Rakaia remains an important service centre for the surrounding area.

Mt Somers, adjacent to Ashburton Gorge, is the gateway to the district’s high country. **Hinds**, **Chertsey**, and **Mayfield**, are all rural villages servicing their surrounding rural areas.

2 Statistics New Zealand Population Estimates 2011

3 Based on Statistics New Zealand 2011 Population Projections.

4 Based on Statistics New Zealand 2011 Population Projections.

5 Based on Statistics New Zealand 2011 Population Projections.

Our Economy

Agriculture underpins the economy of Ashburton District, with over a third of the district's Gross Domestic Product (GDP) coming directly from the dairy, meat and arable and crop industries in 2010⁶.

Ashburton District is at the forefront of New Zealand's agricultural industry. Our farmers are constantly seeking ways to maximise the return from their land, while maintaining the efficient use of resources. This has resulted in the development and use of leading-edge technological innovations that often lead the way nationally and internationally.

Our agricultural sector is complemented by significant processing, service and advisory sectors, with a range of innovative businesses built on world-leading intellectual property.

Irrigation has transformed Ashburton District into one of the powerhouses of New Zealand's agricultural economy. Water is the life-blood of the district and continues to be the single biggest issue our district will face in the years to come - securing reliability of supply and using water efficiently to improve the overall wellbeing of the people and the environment is crucial.

Industry and Manufacturing are growing features of our expanding local economy with food processing and engineering being key sectors.

There are also a large number of seed companies in the district with seed-cleaning, packing and distribution facilities. Ashburton District accounts for over 43% of all arable farm production in New Zealand.

Commerce – The district is well served with financial and commercial services. Ashburton is the retail and commercial hub of the district, while Methven and Rakaia both have retail and commercial businesses servicing the local urban and rural communities.

Tourism continues to be a strong supporting sector of the local economy. The district's main tourism attractions are the Mount Hutt ski field in winter and the

scenic attractions of the foothills and high country areas throughout the year.

The development of Lake Hood has added another dimension to the district's attractions, with a full championship rowing course, recreational boating and swimming.

Key Economic Data

- GDP in Ashburton District measured \$988m in 2010, up 2.3% from a year earlier. New Zealand's GDP decreased by -0.4% over the same period. This ranked us number 17 among the 72 territorial authorities for GDP growth
- Over the two years 2008 to 2010 our GDP grew by 2.3% pa ranking us number 9
- Over the five years 2005 to 2010 our GDP in Ashburton grew by 2.2% pa ranking us number 11
- Agriculture, fishing and forestry was the largest industry in Ashburton in 2010 accounting for 25% of total GDP, followed by manufacturing (19.9%) and wholesale and retail trade (11.3%)
- Dairy farming and milk production contributed 8.5% to our district's economic output in 2010, up from 3.9% ten years ago
- Sheep and beef farming contributed 16.8% to our economic output in 2010, down from 17.5% ten years ago
- Arable and crop farming contributed 9.3% to our economic output in 2010, up from 8.9% ten years ago
- Engineering and agricultural servicing contributed 8% to the district's economic output in 2010, up from 7% ten years ago
- Ashburton District's tourism sector contributed 3.6% to the district's economy in 2010, down from 3.8% ten years ago⁶

6 "Annual Economic Profile - 2010" Infometrics Limited

Key Issues for Ashburton District's Future

Population Change

Ashburton District's population remained relatively stable in the 10 years before 2001. In the last census cycle however, (2001-2006) the population increased at around the same rate as New Zealand overall, which was a significant increase on the preceding period.

Population growth over this period is mostly due to changing land use, (particularly farms converting to dairy) and the increasing number of jobs associated with undertaking and maintaining land use change. There has also been increased employment in sectors that add value to primary products produced in the district such as meat, vegetable and seed processing - and in the service sector, providing financial and retail services.

Figures from the 2006 census show the growth we have experienced:

- Usually resident population 2006 census 27,372
- Increase in population since 2001 census 1,929
- Percentage population increase 2001–2006 7.6 percent

Ashburton District Forecast Population Growth

	High	Medium	Low
2006		28,000	
2011	30,800	30,000	29,300
2016	32,600	31,000	29,300
2021	34,400	31,700	29,000
2026	36,100	32,200	28,400
2031	37,700	32,600	27,600
#	9,700	4,600	-400
% p.a.	1.2%	0.6%	-0.1%

Forecast Population Growth – Statistics New Zealand estimate population growth over a 25 year forecast, using the 2006 census estimated population figures as a baseline. This population forecasting includes low, medium and high projections based on varying migration, fertility and mortality forecasts. These forecasts are shown in the table above.

Ashburton District Council currently uses the “high” population forecast series in its growth modelling for the future.

It is considered that the “high” series provides a prudent assessment of future population growth based on the following:

- Strong population growth in the district based on the growth trends of the last census
- Continued change in land use with increased on-farm residence
- Migration from Christchurch due to the recent Canterbury earthquakes
- Ashburton District residential building consent trends over the past five years (2006–11)

The extent and permanence of migration from Christchurch is unknown at this stage and may impact on forecast growth in the short to medium term only. However, Council considers it prudent to use the “high series” prediction in most situations.

Impact of Forecast Population Growth – It is anticipated that population growth will cause a proportionate increase in demand for most Council services and facilities. Some Council activities will be able to provide for additional demand from current resources, while others will require capital investment and/or additional human or financial resources. These are covered in the “Council Activities” section of this document.

Population growth is also likely to result in increasing demand for other services, such as healthcare and education. This may reach a point where additional services or facilities are required. Council will continue to advocate for the district's needs where appropriate.

Changing Demographics

The demographics of Ashburton District are changing, and they are expected to change further in the future. Like the rest of New Zealand, the district's population is ageing and this is expected to continue. The proportion of the population aged over 65 is expected to double between the years 2006 (4,600) and 2031 (8,900). As Ashburton District has 5% more of its population in this age group than New Zealand as a whole, we are likely to feel the effects more than other parts of the country.

The ethnic make up of the district is also changing. International migration accounted for 62% of the district's population increase in the period 1991-2006. Net migration figures (arrivals minus departures) show we can expect this level of population growth to continue through to 2031. There has also been significant internal migration and increased Maori and Pacific populations.

Impact of changing demographics – An ageing population is likely to increase demand for some facilities and services such as Arts, Culture and Heritage, Library and Elderly Persons Housing. Some activities may also experience changes in levels of service demand for facilities and services such as in footpaths and recreational facilities and services.

Increased ethnic diversity may increase demand for some facilities although it is expected this will be able to be provided from existing resources and budgets.

Canterbury Earthquakes

The impact of the Canterbury earthquakes will remain a key issue for the Canterbury region over the coming years.

Impact of Canterbury Earthquakes

There has been some residential and commercial relocation from Christchurch to Ashburton District, increasing the resident population. The extent and likely permanence of this migration is not yet known. There is the potential for impacts

on the property market, schooling and community facilities from any significant permanent migration. As the Christchurch rebuild continues, there is also the potential for local skill shortages as qualified trades people are attracted by potentially higher wages in the city.

Changing Land Use

Ashburton District is predominantly an agricultural district and economy. A major driver of the local agricultural sector is irrigation, which creates opportunities to change what is grown. Irrigation has enabled more diversity in the rural economy with increasing numbers of farms converting to dairy, vegetables, seeds and other specialised crops and stock. The Statistics NZ Agricultural Production Census figures below show the change in land use between 2002 and 2007.

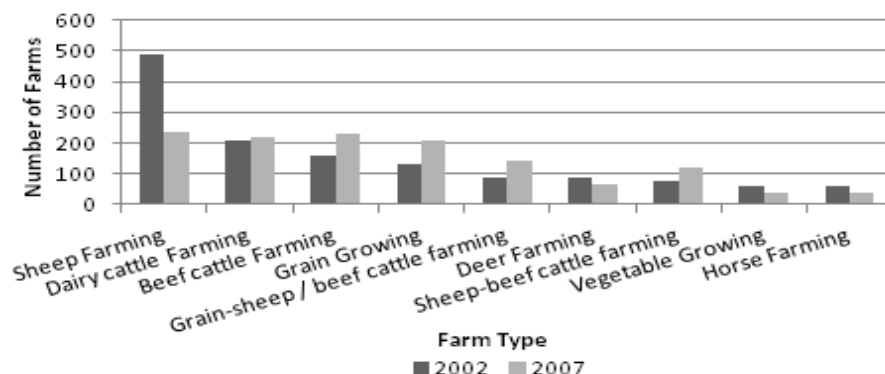
Agricultural figures from 2010⁷ indicate further change, with the number of dairy cattle farms rising 39% in the period 2007-2010, from 219 to 305 farms.

Without new sources of water for further irrigation there will be limitations on further changes in land use. Environment Canterbury, the consenting authority for water take consents, has imposed stringent conditions on applications for groundwater takes, particularly in the areas it considers are already fully allocated.

Impacts of changing land use – Changing land use, particularly intensification, generally results in increased employment and population. A former sheep farm that housed one family may now have converted to a dairy farm that houses three or four families on the same land area. Increased population increases demand for Council-provided facilities and services. There is likely to be increased demand on specific facilities and services such as roading, rural recreational facilities and community facilities in general.

Land use change can have a significant impact on roading, with increased use of rural roads, particularly increased heavy vehicle traffic. This is having an impact on the quality of some of the district's rural roads, which were not originally

constructed with sustained heavy vehicle use in mind. Roading is Council's biggest budget area and without increased central government contributions, expenditure is forecast to increase in coming years.



Demand for other services such as primary schools is also increasing and may mean Council needs to increase its advocacy role to ensure government services and facilities are able to meet increased demand.

Water Management

Our district is highly dependent on irrigation to promote economic wellbeing. The district faces potential issues in both water quality and water availability. Current extraction has put some strain on both river and ground supplies of water with some parts of the district being classified as "Red Zones" by Environmental Canterbury, meaning groundwater is, on the basis of available information, over-allocated.

Water storage is widely seen as the best way to ensure sustainable supplies of water for irrigation.

Council is committed to finding ways to improve water quality and availability for domestic, agricultural, industrial and environmental requirements. Council has

played an active role in the development of the Ashburton Zone Implementation Programme, a work programme to ensure the implementation of the Canterbury Water Management Strategy in the district, to ensure sustainable use of the region's water resources.

Sustainable Development

When planning its work programme for the next ten years, the Council has looked to take a 'sustainable development approach'. The Local Government Act, under which the Council functions, specifies that one of the two purposes of local government is to promote the social, economic, environmental and cultural wellbeing of communities, in the present and for the future – sustainable development.

Council therefore considers all dimensions of community wellbeing in making its decisions and looks to find solutions which maximise overall community wellbeing.

Environmentally sustainable development is always going to be an important consideration in a district like ours where our livelihood depends heavily on our environment. We need to protect what we have in order that future generations can enjoy a lifestyle as good as or better than we enjoy now. The Ashburton District Biodiversity Action Plan 2011-16, adopted by Council in 2011, is an example of Council's commitment to this protection.

But sustainable development is not just about the natural environment. Council has, or participates in, a broad range of initiatives designed to enhance community wellbeing throughout the district. These include:

- The District Plan review, currently underway, enables communities throughout the district to contribute to deciding how their town or village might develop in the future and what protection will be put in place to protect our natural and built environments.
- Village community strategic plans are being reviewed or prepared over the

next three years. The Methven and Rakaia plans were reviewed in 2009 and the Mayfield plan is currently being prepared. Going forward, the Mt Somers plan is scheduled to be reviewed in the 2012/13 year, and the Hinds plan will be developed in 2013/14.

- The Ashburton District Social Wellbeing Forum hosted by Council brings central government and community agencies operating in the social services sector together in Ashburton to discuss issues relevant to the district and to develop programmes that fit our local needs. The Ashburton Social Wellbeing Strategy has been developed through this forum and Council works with participating organisations on actions identified.
- Ashburton District Health Committee advocates for our community on health issues. Council works closely with the Canterbury District Health Board, Ashburton Hospital, Rural Canterbury PHO and local healthcare professionals to identify ways to improve healthcare provision in the district.
- The Canterbury Water Management Strategy has been developed to promote the sustainable development of the region's water resources. Ashburton District Council has been an active participant in this process from the outset. Local implementation of the strategy is determined through Zone Water Management Committees and Implementation Programmes. The Ashburton Zone Implementation Programme (ZIP) was developed in 2011 and work is continuing on achieving the actions in this plan over the next ten years.

These are examples of the wide range of initiatives council is involved in over the next ten years, in addition to its day to day activities and decision-making processes, which promote sustainable development.

Regional Governance

Environment Canterbury (ECan) is the regional council with responsibilities over the Canterbury region. Under the Local Government Act 2002 the general purpose of regional councils is the same as territorial authorities, (such as

Ashburton District Council). Regional councils have other specific responsibilities, however, such as air and water quality.

ECan has been governed by commissioners since the government review of the organisation in 2009. The structure of regional governance in Canterbury will be considered prior to the next local election, and it is possible that this could result in a re-organisation of ECan's current functions, and who holds these responsibilities. Options may include:

- Maintaining the status quo with Ecan continuing its current role as the regional authority (this may be with commissioners, elected members or a combination of both)
- Having local authorities assume responsibility for regional government functions. This option could include amalgamations of current territorial authorities or even a single Canterbury council with unitary authority status

The direction has not yet been determined, and for the purpose of this plan, Council has assumed regional governance will continue as 'status quo'.

New Zealand Transport Agency Subsidy Funding

NZTA provides Council with a funding contribution towards the maintenance of the district's transport network. Council believes the amount of funding and the level of subsidy Ashburton District Council receives are both inadequate to maintain the road network.

Council has budgeted in this Long Term Plan for an increase in NZTA funding from year 4 onwards. If this increase in funding is not received it is expected levels of service ie: the quality of our local roads, will deteriorate over time.

Council will continue to lobby strongly to NZTA and the government for funding contributions that are appropriate to maintain a quality road network in this district.

Community Outcomes

What are Community Outcomes?

Community outcomes are what Council aims to achieve in order to promote the social, economic, environmental and cultural wellbeing of the community.

Community outcomes are intended to guide the levels of service provided by Council, and assist Council in prioritising and decision making, and the community in understanding Council's direction, decisions and actions.

Review of Community Outcomes

Council has reviewed its community outcomes as part of the preparation of this Long Term Plan.

Recent changes to the Local Government Act (2002) enable a different approach to community outcomes which is largely to be determined by each local authority itself, and what it considers appropriate for its community.

Council chose to review its community outcomes based on the following:

- Time since the development of the original outcomes in 2005/06 – priorities are likely to have changed in six years.
- Focus of outcomes – previously included a focus on activities external of Council. As Council has limited impact or ability to contribute to some of these external functions, a more 'Council-centric' set of outcomes is proposed which Council can realistically work towards achieving.

The reviewed Community Outcomes proposed by Council are listed on the following page.

Community Outcomes Monitoring and Reporting

Council monitors progress made toward achieving community outcomes and reports on this every three years through the "Ashburton District State of the Community Report".

The report reports on key indicators across the broad range of sectors that our community outcomes cover and allows us to assess our progress by understanding whether things are improving, remaining static, fluctuation or declining over time. Monitoring our progress means we can evaluate the success of our past and current initiatives and spot where resources might need to be allocated in the future.

The full "Ashburton District State of the Community" report is available on the Ashburton District Council website www.ashburtondc.govt.nz

Ashburton District's Community Outcomes

Vision Statement

Ashburton District: The district of choice for lifestyle and opportunity.

Outcome 1: A thriving and diverse local economy

Strategic objectives:

- Our district's infrastructure and services meet our current and foreseeable future needs.
- Our district is a desirable place to live, visit and do business.
- Council's investments provide a return to the community and contribute to economic development.
- Our water resources are developed and managed in ways that support our environment, economy and lifestyle now and into the future.

Outcome 2: Sustainable natural and built environments

Strategic objectives:

- People can access and experience our natural environments
- We understand the need to protect our natural environment and act to do so.
- We have safe and attractive built environments that meet our community's needs
- Our community has access to information and services that promote environmental responsibility and sustainability.

Outcome 3: An enjoyable place to live

Strategic objectives:

- Our community has access to a range of cultural and heritage facilities and activities.
- Our district has sport and recreation facilities that meet the district's needs.
- Our district offers opportunities for people of all ages to develop their skills and enrich their knowledge.

Outcome 4: A safe and healthy community

Strategic objectives:

- We have access to a range of health and social support services.
- Environmental threats to our community's health are minimised.
- We are well-prepared to respond to emergency situations.

Outcome 5: An involved community with quality leadership

Strategic objectives:

- Our community is well-informed through open and effective communication.
- We work together with government, community organisations and the private sector to promote our community interests.
- Our residents are proud of, and participate in, their local community.
- Iwi and Maori have opportunities to contribute to local decision-making.

Community Outcomes and Strategic Planning

Community outcomes form the broad base of Council's planning framework and influence why Council provides particular services, and the levels to which Council provides them. Levels of service are the 'what we do', further detailed in the "Council Activities" section of this Plan. Each of the activities have more targeted performance monitoring measures identified that are reported on each year through Council's Annual Report.



How Community Outcomes Link with Council Planning Documents

Ashburton District Long Term Plan

The Long Term Plan is prepared every three years and details how Council will work toward the achievement of community outcomes over the coming ten years.

The Long Term Plan includes Council's work programmes for the ten year period, the budgets and how these are proposed to be funded. It is also the Annual Plan for the 2012/13 financial year and contains key Council policies.

The Plan illustrates how Council intends to promote the social, economic, environmental and cultural wellbeing of our communities, and how we will measure performance in achieving community outcomes and monitor and report on performance targets detailed in the Plan.

Taking a sustainable development approach requires we take a long term view of our activities and their impact on the district and on present and future communities.

Community outcomes are a key driver in determining Council's levels of service, work programme and budget. There are, however, two other key drivers influencing what Council proposes to do.

Legislative Requirements – Council has some legislative requirements it must fulfil, regardless of the contribution these services make to achieving community outcomes.

Political Mandate – Council's elected members have a political mandate to make decisions including those around levels of service and work programmes.

Annual Plan

In years when Council does not produce a Long Term Plan, an Annual Plan is prepared to provide an update of proposed actions and expenditure for the coming year for each of its activities. The Annual Plan provides up-to-date budgets and details on specific areas of work Council has committed to undertake in the coming year.

The Annual Plan highlights any significant variations for the coming year from what was indicated in the Long Term Plan, providing reasons for those variations, an assessment of any impact of changes and how these link with the Long Term Plan to provide an integrated decision-making platform for Council.

Annual Report

Each year the Council produces an Annual Report detailing Council's performance over the preceding year in terms of completing work programmes, meeting financial budgets and achieving performance targets. The report includes information on Council's contribution to achieving community outcomes and a statement of the Council's financial position. The report is independently assessed by Council's auditors.

District Plan

Council's District Plan provides a framework for the sustainable management and development of natural and physical resources. The Plan is a statutory requirement of the Resource Management Act.

The operative District Plan was adopted in September 2001 and is currently under review. This review process was initiated in 2007 and is expected to be completed in 2012. The review was originally scheduled to commence in 2010, but was brought forward in response to the changing land uses in the district. Reviewing the District Plan allows the Council to change the zoning of land to accommodate future population and economic growth in the district.

The District Plan is one of Council's primary tools to assist achieving a number of Council's community outcomes - particularly Outcome 2: Sustainable Natural and Built Environments.



Other Council Strategic Planning Documents

Council has a number of planning documents that enable Council to work strategically towards achieving community outcomes. These strategic plans detail actions Council and other organisations will undertake that will contribute to achieving our community outcomes.

Examples of these documents include:

- Ashburton District Social Wellbeing Strategy
- Ashburton District Sport and Recreation Strategy
- Ashburton Walking and Cycling Strategy
- Ashburton District Visitor Strategy
- Methven Community Strategic Plan
- Rakaia Community Strategic Plan
- Mt Somers Community Strategic Plan

Monitoring Community Outcomes

1. A thriving and diverse local economy

- Our district's infrastructure and services meet our current and foreseeable future needs
- Our district is a desirable place to live, visit and do business
- Council's investments provide a return to the community and contribute to economic development
- Our water resources are developed and managed in ways that support our environment, economy and lifestyle now and into the future

Indicator		Measure	Source of Information	Target	State	Trend
1.1	Quality of infrastructure	Resident satisfaction with the quality of Council-provided infrastructure	Ashburton District Council – Annual Residents Survey	85% or more residents surveyed are satisfied with the quality of services provided by Council	😊	⇒
				Higher resident satisfaction than peer group council comparisons	😊	⇒
1.2	Attractive place to live	Home ownership rate	Statistics New Zealand - Census	Higher home ownership rate than for New Zealand overall	😊	↓
		Median annual personal income	Statistics New Zealand – Linked Employee Employer Data (LEED)	Higher median annual personal income than for New Zealand overall	😊	↓
		Median annual household income	Statistics New Zealand - Census	Higher median annual household income than the Canterbury region	😊	↑
		Population growth	Statistics New Zealand - Census	Higher population growth than New Zealand overall	😊	↑
1.3	Attractive place to visit	Tourism guest night numbers	Statistics New Zealand – Commercial Accommodation Monitor	Guest nights per annum are increasing faster than for the Canterbury region and for New Zealand overall	😊	↑
1.4	Attractive place to do business	Skilled workforce	Tertiary Education Commission	Higher proportion of working aged population undertaking industry training than New Zealand overall	😊	↓
			Department of Labour Tertiary Education Commission	Higher proportion of working aged population with formal or industry qualifications than New Zealand overall	NEW	
		Engaged workforce	Statistics New Zealand – Household Labour Force Survey	Higher workforce participation rate than for New Zealand overall	😊	↑
		Building consents	Ashburton District Council	More dwellings building consents issued per 1000 people than New Zealand overall	😊	⇒
1.5	Canterbury Water Management Strategy	Growth in GDP	Infometrics	Higher growth in GDP than New Zealand overall	😊	↑
		Implementation of the local Zone Implementation Programme	Ashburton District Council	Two progress reports per year	NEW	

KEY

State:	😊	Achieving our target	😊	Close to achieving	😞	Not achieving our target
Trend:	↑	Favourable / improving	⇒	No significant change	↓	Unfavourable / declining

2. Sustainable natural and built environments

- People can access and experience our natural environments
- We understand the need to protect our natural environment and act to do so
- We have safe and attractive built environments that meet our community's needs
- Our community has access to information and services that promote environmental responsibility and sustainability

Indicator		Measure	Source of Information	Target	State	Trend
2.1	Access and enjoyment	Swimming water quality	Environment Canterbury	All tested swimming sites in the District to maintain a score of either 'good' or 'very good'	☹	⇒
2.2	Environmental protection	Groundwater nitrate levels in monitored drinking water wells	Environment Canterbury	All drinking water wells tested meet the national drinking water standard of 11.3 mg/litre or less	☹	↓
		Reusable/ recyclable material diverted from the waste stream	Ashburton District Council	An annual increase of 1% by weight in the percentage of recyclable and reusable material diverted from the waste stream	☹	⇒
		Resident satisfaction that current environmental protection will preserve and sustain the district for future generations	Ashburton District Council – Annual Residents Survey	85% or more of residents surveyed are satisfied that the natural environment is being preserved and sustained for future generations	☹	↓
		Water conservation	Ashburton District Council	Water consumption reduces per connection each year	😊	↑
2.3	Safe and attractive built environments	Community satisfaction with built environment	Ashburton District Council – Annual Residents Survey	More residents are satisfied with Ashburton's look and feel than the national average	NEW	
2.4	Access to information	Quality and timeliness of district planning processes, advice and information	Ashburton District Council	100% of enquiries or complaints are responded to within 10 working days	☹	↑

KEY

State:	😊	Achieving our target	☹	Close to achieving	☹	Not achieving our target
Trend:	↑	Favourable / improving	⇒	No significant change	↓	Unfavourable / declining

3. An enjoyable place to live

- Our community has access to a range of cultural and heritage facilities and activities
- Our district has sport and recreation facilities that meet the district's needs
- Our district offers opportunities for people of all ages to develop their skills and enrich their knowledge

Indicator		Measure	Source of Information	Target	State	Trend
3.1	Culture and heritage	Resident satisfaction with preservation of heritage features	Ashburton District Council – Annual Residents Survey	85% or more of residents surveyed are satisfied with the preservation of heritage features in Ashburton District	☺	↑
		Art Gallery attendance	Ashburton District Council – Annual Residents Survey	10,000 visits to the Ashburton Art Gallery	☺	↑
		Museum attendance	Ashburton District Council – Annual Residents Survey	10,000 visits to the Ashburton Museum	☹	⇒
3.2	Sport and recreation	Residents satisfaction with sports fields and playgrounds	Ashburton District Council – Annual Residents Survey	85% or more of residents surveyed are satisfied with sports fields, playgrounds and the Ashburton Domain.	☺	⇒
		Use of the Community Pool	Ashburton District Community Pool	The Ashburton Community Pool has at least 80,000 admissions per year	☺	↑
		Use of Council provided sport and recreation facilities	Ashburton District Council – Annual Residents Survey	85% or more of residents surveyed have used or visited sports fields, playgrounds, parks, reserves and gardens each year	☹	⇒
		Satisfaction with Council provided sport and recreation facilities	Ashburton District Council – Annual Residents Survey	85% or more of residents surveyed are satisfied with Council provided facilities and services	☺	⇒
3.2	Skills and knowledge opportunities	Availability of ECE facilities	Ministry of Education	More ECE centres per head of population than New Zealand overall	NEW	
		Perception of access to education services	Ashburton District Council – Annual Residents Survey	85% of residents perceive there are suitable education services available in the district	NEW	
		Secondary school retention to age 17	Ministry of Education	Higher student retention rate than for Canterbury and New Zealand overall	☹	↑
		Use of District Library	Ashburton District Council – Annual Residents Survey	70% of residents use the District Library each year	☹	⇒

KEY

State:	☺	Achieving our target	☹	Close to achieving	☹	Not achieving our target
Trend:	↑	Favourable / improving	⇒	No significant change	↓	Unfavourable / declining

4. A safe and healthy community

- We have access to range of health and social support services
- Environmental threats to our community's health are minimised
- We are well-prepared to respond to emergency situations

Indicator		Measure	Source of Information	Target	State	Trend
4.1	Access to health	Satisfaction with local health services	Ashburton District Council – Annual Residents Survey	85% or more of residents surveyed are satisfied with the quality of health services provided	☹	↓
		Satisfaction with access to health services	Ashburton District Council – Annual Residents Survey	To have a lower proportion of people not visiting their GP due to barriers than the New Zealand proportion	☹	↓
4.2	Access to social support	Satisfaction with community safety	Ashburton District Council – Annual Residents Survey	95% or more of residents surveyed feel safe in Ashburton District all or most of the time	☹	↓
		Satisfaction with support given to new residents	Ashburton District Council – Annual Residents Survey	85% or more of residents consider new residents are welcomed and given adequate support	☹	⇒
4.3	Environmental threats minimised	Air quality	Environment Canterbury	PM10 levels in Ashburton are below the national standard at all times.	☹	↑
		Water quality	Groundwater nitrate levels	All drinking water wells tested meet the national water standards	☹	↓
			E.Coli contamination of drinking water	There are no incidents of E.Coli contamination in Ashburton District Council drinking water supplies	☹	↑
		Food safety	Ashburton District Council - Licensing Records	85% of food premises in Ashburton District receive an 'A grade' license following inspection	NEW	
		Crime statistics	New Zealand Police	Ashburton District has a lower recorded crime rate than New Zealand overall	☺	↓
		Workplace safety	ACC	Ashburton District has a lower number of new work-related accidents and injury claims per resident than New Zealand overall	☹	↑
		Road safety	Ministry of Transport	Ashburton District has a lower road crash injury rate than New Zealand overall	☺	⇒
				Ashburton District has a lower road crash fatality rate than New Zealand overall	☹	⇒
4.4	Civil defence preparedness	Participation in annual CDEM group exercise	Ashburton District Council	Ashburton District Council participates in the Canterbury CDEM exercise once per year	NEW	

KEY

State:	☺	Achieving our target	☹	Close to achieving	☹	Not achieving our target
Trend:	↑	Favourable / improving	⇒	No significant change	↓	Unfavourable / declining

5. An involved community with quality leadership

- Our community is well-informed through open and effective communication
- We work together with government, community organisations and the private sector to promote our community interests
- Our residents are proud of, and participate in, their local community
- Iwi and Maori have opportunities to contribute to local decision-making

Indicator	Measure	Source of Information	Target	State	Trend
5.1	Communication	Satisfaction with Council consultation	Ashburton District Council – Annual Residents Survey	85% or more of residents surveyed are satisfied with Council consultation	☹️ ➡️
		Satisfaction with the level of Council information	Ashburton District Council – Annual Residents Survey	85% or more of residents surveyed are satisfied with the availability of Council information	☹️ ➡️
5.2	Council works together	Satisfaction with Council's advocacy role for the district	Ashburton District Council – Annual Residents Survey	85% or more of residents surveyed are satisfied with Council's advocacy role for the district	😊 ⬆️
		Satisfaction with the performance of the Mayor and Councillors	Ashburton District Council – Annual Residents Survey	Mayor and Councillors maintain a performance rating above that of the peer group average of similar Councils	😊 ⬇️
5.3	Community pride and involvement	Voter turnout	Ministry of Social Development Elections New Zealand Department of Internal Affairs	Higher voter turnout in local government elections than New Zealand District Councils overall	😊 ➡️
				Higher voter turnout in central government elections than New Zealand overall	☹️ ⬇️
		Resident perception of community spirit	Ashburton District Council – Annual Residents Survey	Ashburton District has a higher proportion of people with a perception of good or very good community spirit than New Zealand overall	😊 ⬇️
		Volunteer contribution	Statistics NZ – Census	Ashburton District has a higher proportion of the population participating in volunteer work than Canterbury and New Zealand	😊 ➡️
5.4	Maori / Iwi contribution	Iwi and Maori engagement	Ashburton District Council	Council representatives meet annually with Te Runaka O Arowhenua to discuss issues of mutual importance	NEW

KEY

State:	😊 Achieving our target	☹️ Close to achieving	☹️ Not achieving our target
Trend:	⬆️ Favourable / improving	➡️ No significant change	⬇️ Unfavourable / declining

Financial Strategy

Introduction

The Financial Strategy is a new requirement for the Long Term Plan. The purpose of the financial strategy is to facilitate:

- prudent financial management by the Council by providing a guide for the Council to consider proposals for funding and expenditure against: and
- consultation on Council's proposals for funding and expenditure by making transparent the overall effects of those proposals on the Council's services, rates, debt and investments.

The strategy assesses the current situation of district with growth and land-use changes, two key drivers for Council investment. It also looks at other priorities Council has identified over the coming 10 years that impact on Council's proposed work programmes and expenditure.

The objective of the financial strategy is to provide direction and context for decision making in the allocation, management and use of Ashburton District Council's financial resources. The financial strategy guides Council decisions over income, expenditure borrowing and investments.

The financial strategy includes limits on rates levels, rates rises and borrowing that aim to promote financial stability for Council and affordability, and value for money for the community over the short, medium and longer terms.

Financial Goals

1. To ensure the Council remains financially stable while giving focus to financing key Council priorities
2. To promote the prudent use of ratepayer's money together with other funding available to deliver agreed levels of service, cater for growth and maintain a sound asset management approach
3. To ensure Council rates and fees are kept to a level commensurate with its levels of service obligations
4. To provide financial parameters within which Council's work programmes are to be achieved

Ashburton District – a period of change

The Ashburton District economy was traditionally based primarily on sheep and beef farming and growing grain. These sectors remain important but changes in recent years have seen an expansion in both the area of irrigated farmland and the reliability of irrigation lead to a shift in land use to dairy farming and specialised crops such as seeds. This change, combined with the continued growth in agricultural support businesses and primary product processing, has seen the district's economic base expand and the population grow strongly over the past ten years.

A report prepared by Infometrics states the gross domestic product of Ashburton District was \$1,007 million for the year to September 2011. This was an increase of 2.6% compared to the previous 12 months; higher growth than the Canterbury region (-3.9%) and New Zealand (1.6%). Ashburton District accounted for 6.8% of GDP in the Canterbury region, and 0.7% of national GDP during the quarter.

The Council must take into account both an increasing population and increasing community expectations in terms of the facilities and services provided. A growing population means we are increasingly able to afford to support improvements in community services and facilities.

The next 10 years are a period of significant change for Ashburton District Council in terms of the levels of services Council proposes to provide in the area of community facilities. The construction of the new Ashburton District Art Gallery and Heritage Centre and the planned Riverside Sports and Leisure Centre will bring significant change to the levels of service provided in these activities.

These two projects impact on the level of rates required by Council to fund the construction and operation of the facilities. This will see increases in rates and in Council's debt, particularly in the first 3 years of the Long Term Plan. This Financial Strategy details how Council plans to fund the additional costs and how it plans to operate within limits set on rate levels, rate increases and borrowing levels.

Looking Forward – population growth and land use change

Population

Ashburton District is one of New Zealand's fastest growing rural districts. Statistics New Zealand population projections predict continued population growth in the district, with the growth in the next five years (2011-2016) expected to be 5.8%, or an additional 1800 residents (around 700 additional households).

Ashburton District Council has used the "high" series of population projections produced by Statistics NZ. This series best meets the growth experienced in the district in recent years.

The Statistics NZ population projections forecast the district population in 2022 to be approximately 35,000, an increase of 4,000 over the next 10 years. If the current average number of residents per household of 2.5 remains constant over this period that will mean approximately 1,600 additional homes will need to be built over that period.

Ashburton District Population Projections 2006 - 2031

	2006	2011	2016	2021	2026	2031	Change #	Change %
Low		29,300	29,300	29,000	28,400	27,600	-400	-1.4%
Medium	28,000	30,000	31,000	31,700	32,200	32,600	4,600	16.4%
High		30,800	32,600	34,400	36,100	37,700	9,700	34.6%

Impact of population increase

If our population increases by the number forecast we will need to cater for an additional 140 – 160 homes in the district each year. The increase in population is likely to be greatest in the towns of Ashburton, Methven and Rakaia and also on farms as worker accommodation is built and provided.

Ashburton, Methven and Rakaia are well served with network infrastructure; and

can accommodate expected population growth with minimal additional capital or operational expenditure. Council plans for growth when undertaking renewals of network infrastructure, particularly with water and wastewater, and developers help fund this additional capacity through development contributions.

Other Council services are likely to experience an increase in demand; however, this is will be catered for largely using existing resources and will have little impact on Council's ability to provide services or on the cost providing the services.

Additional population and households increases Council's rating base which assists to fund the costs associated with catering for growth and maintaining levels of service. If there were an additional 150 homes in the district in a year and each paid rates of \$1,500 this would increase Council's revenue by \$225,000 – currently a little under 1% of Council's rate requirement.

Land Use - rural

The majority of land in Ashburton District is rural farmland. The district has the highest concentration of irrigated land in New Zealand and the area of land under irrigation is continuing to increase. This in turn is leading to changes in the use of land with a reduction in dry stock farming and some arable farming and an increase in dairy farming and high-value cropping such as seeds.

Impact of rural land use change

Ongoing conversion of land to dairy farming is increasing our rural population as on-farm houses are built for workers and their families.

Most rural properties in the district provide their own drinking water and dispose of their own wastewater; so as long as this is done safely it has little impact on Council provision of these services.

More rural residents will increase the number of cars and light farm vehicles on our rural roads. This has little impact in terms of the quality of the roads and maintenance requirements.

Milk tankers and other heavy traffic using these roads daily are increasing wear and tear on our rural road network. A number of roads are showing signs of premature failure. Road maintenance work programmes have been adjusted within existing budgets for the next three years to rehabilitate sealed rural roads showing premature failure. An ongoing assessment of the state of key rural roads will determine the extent of this work from year 3 onwards.

Key high-use unsealed rural roads were rebuilt and capped with a clay-bound wearing course treatment over the period 2000 – 2006. This treatment improved the ride and durability of the road. These roads now need to have the wearing course reapplied to maintain the underlying structure and quality of the surface. Council has budgeted an additional \$200,000 per year for this work.

Land Use – urban

The towns of Ashburton, Methven and Rakaia are the main urban growth areas of the district. Ashburton and Methven have new residential developments on the urban periphery of each town – expanding the urban footprint into the surrounding rural and rural-residential areas. Rakaia has potential for in-fill development with historic subdivision that has remained unrealised, along with some development potential on the urban periphery.

Council is currently reviewing its District Plan with future growth zones identified for Ashburton, Methven and Rakaia. There are sufficient residential and commercial sites available or planned in Ashburton, Methven and Rakaia to accommodate current foreseeable growth for some years. The changes in land zoning proposed in the reviewed District Plan will make further future development in areas identified more straightforward.

New network infrastructure within a new subdivision development must be provided by the developer and vested in Council. There are normally no capital costs to Council on the development site itself. Council charges development contributions on new houses and business premises which helps fund Council's investment in its wider network infrastructure to ensure growth is catered for.

The smaller villages in the district have some potential for growth but this may be limited by access to network infrastructure. In particular, none of the villages have reticulated wastewater schemes and rely instead on on-site treatment or storage and disposal of wastewater. Compliance requirements can make this a costly option and is limiting growth in these villages. Council has no plans to develop wastewater schemes in any villages but will continue to talk with village communities about options and preferences for the future.

Looking Forward – other significant factors

Canterbury earthquakes

Ashburton District has suffered less damage from the Canterbury earthquakes than districts to the north of the Rakaia River, though there have been local residents and property owners significantly affected.

Council's network infrastructure sustained no notable damage from the earthquakes and no provision has been made for remedial work as a result of earthquakes.

As detailed engineering assessments have been undertaken on buildings, particularly in the Ashburton central business district, more damage to building is being found than initial inspections indicated. This is likely to result in several buildings needing partial or complete demolition, and likely replacement. This could impact on demand for Council services such as building regulation and district planning.

Some Council properties have been either damaged or identified as an unacceptable earthquake risk and repairs and strengthening work programmed and budgeted.

The Canterbury earthquakes may impact on population growth in the district over the next five years or so if Christchurch residents leaving the city settle in Ashburton District or if local firms grow significantly due to increased opportunities in Christchurch.

Statistics NZ estimate the increase in population of Ashburton District in 2011 to be approximately double normal growth rates. At this time it is too early to accurately assess whether this growth is long term or short term. It has been assumed local population growth will continue at normal rates and no additional work programmes or expenditure have been included in the Long Term Plan.

Balancing the Budget

The Council is required, under the Local Government Act 2002, to ensure that each year's budgeted operating revenue is sufficient to meet operating expenses for that year (a balanced budget). The Council may set projected operating revenues at a different level from that required, if the Council resolves that it is financially prudent to do so, having regard to:

- the estimated expenses of achieving and maintaining the predicted levels of service provision set out in the Long Term Plan, including the estimated expenses associated with maintaining the service capacity and integrity of the assets throughout their useful life
- the projected revenue available to fund the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life
- the equitable allocation of responsibility for funding the provision and maintenance of assets and facilities throughout their useful life
- the Council's funding and financial policies

The work programmes and budgets included in this Long Term Plan 2012-22 show a balanced budget in all years.

Inflation Adjustments

The Council is required to include budgeted inflation adjustment for each year of the Long Term Plan. All budgets in the Long Term Plan have, therefore, been adjusted for expected price movements over the next ten years.

Council's costs reflect the type of work it undertakes for the community and are

significantly affected by such items as energy, bitumen and civil contracting prices. This is quite different from the average household and so using the consumer price index (CPI) to forecast increased costs for Council is not appropriate.

Price level adjustments in the Long Term Plan for the years 2013/2014 onwards have been derived from forecasts prepared for Local Government New Zealand by Business and Economic Research Limited (BERL) and deal primarily with areas of expenditure local authorities are exposed to through their business. These price adjusters are referred to in the strategy as local government price index (LGPI) and have been used as part of Council's setting of limits on rates and borrowing.

For more information on the BERL local government price adjusters (LGPI) go to www.ashburtondc.govt.nz

Rates Over the Coming 10 Years

Rates Revenue

Rates are one source of revenue for Council. Others include fees and charges, government transfers and investment returns. Rates are a form of property tax and must be paid by all property owners in the district.

Rates are an important source of revenue for all councils. The percentage of Ashburton District Council's annual revenue that comes from rates varies from year to year and over time - for the 2011/12 year it was approximately 55%. Other revenue comes from fees and charges, government subsidies, investment income and a variety of other sources.

Council has looked to keep rate increases over the 10 years covered by the Long Term Plan to a minimum, while recognising there are upward pressures on rates that need to be considered. These pressures include:

- Riverside Sports and Leisure Centre
- Ashburton Art Gallery and Heritage Centre

Rates Limits

The Long Term Plan 2012-22 has been prepared on the basis of the following limits on total rates and annual total rates increases:

- Total rates in any one year are to be no greater than 1% of the total capital value of the district
- Total rates increase for the 2012/13, 2013/14 and 2014/15 years to be no greater than 5% plus LGPI each year
- Total rates increase for the years 2015/16 – 2021/22 to be no greater than 3.0% plus LGPI each year

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Rates as a % of District Capital Value	0.21	0.22	0.24	0.25	0.27	0.27	0.28	0.30	0.31	0.32
Rate Increase (%)	5.3	7.4	7.4	6.6	5.6	3.0	4.7	7.0	4.3	2.4
Average LGPI adjustment (%)	3.9	3.7	3.5	3.6	3.7	3.6	3.7	4.0	4.2	4.3
Rate increase before LGPI adjustment (%)	1.4	3.7	3.9	3.0	1.9	-0.6	1.0	3.0	0.1	-1.9

Please note: the table above shows total rates, and does not reflect the impact on individual ratepayers.

Explaining Council's Rate Limits

Council has set a higher rates increase limit for the first three years of the Long Term Plan 2012-22 due in part to planned capital expenditure for two major projects; the Ashburton Art Gallery & Heritage Centre and the Riverside Sports & Leisure Centre. There are also increased operational costs associated with both new facilities.

In addition, there are other extraordinary costs which impact over this period, including:

- **District Plan review:** Council will start rating to fund repayment of loans taken out to fund the review of the District Plan in 2012/13. Loans will be repaid over a ten year period to reflect the expected lifecycle of the reviewed District Plan.
- **Water and Wastewater:** An increase in overhead costs for the water and wastewater activities as capital projects in these areas are completed and overhead costs are shifted from capital expenditure to operational expenditure and are funded in the year incurred.

The impact on the increase in total rates of these two projects on the first four years is as follows:

	2012/13	2013/14	2014/15	2015/16
Art Gallery & Heritage Centre	0.5%	1.7%	-	-
Riverside Sports & Leisure Centre	1.8%	2.4%	2.9%	1.6%
Combined Impact	2.3%	4.1%	2.9%	1.6%
Residual rates increase	3.0%	3.3%	4.5%	5.0%
Total Rates Increase	5.3%	7.4%	7.4%	6.6%

From 2016/17 onwards the only significant capital expenditure proposed is the extension to the Council civic offices and a project to extend the Ashburton water supply network to service rural-residential properties in an area north-east of the town.

Council has decided rate increases can be kept to a lower limit of 3.0% plus LGPI for the years 2015/ 16 onwards. The 3.0% limit enables Council to accommodate additional demand due to population growth and minor, incremental improvements in the levels of service delivered.

It is Council's view that existing levels of services can be maintained and any increases to service levels can be managed within these limits. This view is reflected by the financial projections contained in the Long Term Plan 2012-22.

Keeping Within the Rate Limits

Council is proposing some budgeting approaches to keep within the rates limits set in this strategy. Specifically there are:

- Deferring construction of the planned extension to the Council administration building until 2017/18
- Removing the Major Community Projects grant funding – reduces rate requirement by \$100,000 per year
- Reducing the level of funding available for event grants – reduces rate requirement by \$20,000 per year
- Strategic use of forestry revenue and reserves – Council has in the past used forestry revenues and reserves to offset rates at a relatively constant level (around \$300,000) each year. Council is proposing a more strategic approach to applying this funding, using higher levels of forestry funds in years 2, 3, and 4 of the Long Term Plan (to offset the higher rate requirement in those years) and using no forestry funds in years 5 to 10 (to build the forestry reserve funds back up). In 2013/14 \$620,000 of forestry funding is proposed to be used; \$410,000 in 2014/15; and \$400,000 in 2015/16.

Council Operating Expenditure

Providing services and the day to day maintenance of assets is budgeted for through operating expenditure. The Council is required to ensure it raises sufficient revenue to cover its forecast operating expenditure, including depreciation, unless it considers it prudent not to do so.

Council's operating expenditure has risen nearly 70% in the past five years. Key drivers behind this expenditure have been:

- Servicing interests costs on debt for capital expenditure
- Increased overhead costs for many activities of Council
- Expenditure on community services and facilities

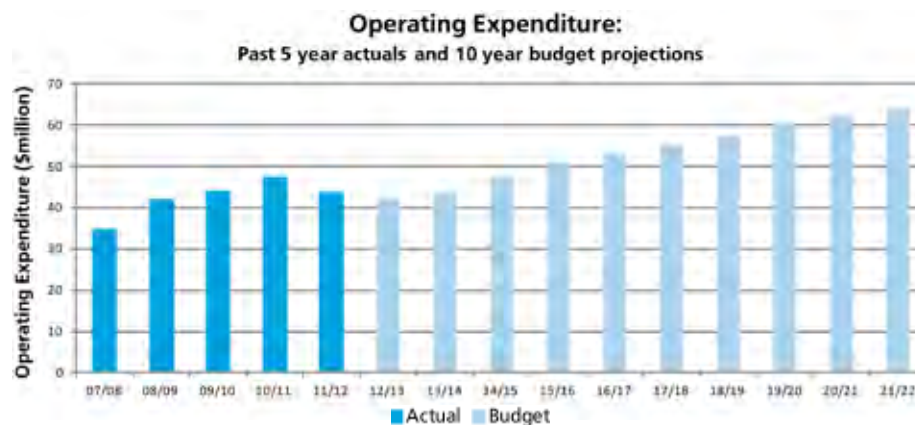
The Council has budgeted for operating expenditure to increase from \$42.4 million to \$63.9 million (or approximately 51%) between July 2012 and June 2022.

The increase is the result of:

- *Price increases* – contract fees, oil prices and inflation mean it costs more to do business.
- *Service level increases* – the Council is providing a higher level of service in some areas.
- *Growth* – The Council expects to cater for population growth of 9% over the next 10 years.

Much of the budgeted future increase in operating expenditure is to fund interest on capital expenditure (Riverside Sports and Leisure Centre and Ashburton Art Gallery and Heritage Centre) and to fund the operation of the larger facilities these capital projects are designed to provide.

The following graph provides a breakdown of forecast operational expenditure



Note: 2011/12 is estimated based on the Council's Annual Plan 2011/12

Investing in Our Community – network infrastructure

Capital Renewals

Council owns and operates significant network infrastructure assets on behalf of the community. These assets are the district's road network and the council-owned water, wastewater and stormwater networks. To undertake this responsibility effectively Council must:

- invest in new assets to ensure growth is adequately provided for
- ensure assets are replaced as they reach the end of their useful life
- invest in new assets to improve levels of service as appropriate

In general, Council looks to at least maintain the levels of service it provides the community through providing facilities and services that meet the community's needs. Each year we need to ensure enough work is done to maintain assets and, when necessary, to rebuild or replace them.

Capital renewal work programmes and budgets have been prepared based on agreed levels of service for each activity, which are set out in detail in the activity sections of this Plan. The total cost of delivering this program is forecast to be \$109 million over the 10 year period. The total cost by activity group is shown below. More information on what activities are in each group and expenditure details can be found in the activity sections of this plan.

Replacing assets at the end of the useful life of the asset is funded primarily through depreciation, which is included in the operational expenditure above. Different assets have different expected useful lives – the time you can expect them to work efficiently for before they need replacing. As assets wear out funding is put aside to pay for their eventual renewal – this is called depreciation funding.

Depreciation funding is rated for according to the replacement value of the asset divided by the expected useful life of the asset. This, over time, builds a fund for replacing the asset. Funding in this way is fair as ratepayers using the asset over its

lifetime fund its eventual replacement, rather than just the ratepayers at the time the asset is replaced. This is the principle of intergenerational equity.

Council can choose the approach it will take to funding depreciation, ranging from fully funding to not funding at all. In general, Council fully funds depreciation on its network infrastructure assets. Notable exceptions to this are:

- Road formation – the base formation of the road. Depreciation is not funded and expenditure required each year to maintain or upgrade the road formation is rated for in the year it is to be spent.
- Stock water races - Depreciation is not funded and expenditure required each year to maintain or upgrade water races is rated for in the year it is to be spent.
- Riverside Sport and Leisure Centre – Depreciation is partially funded. Council does not believe it appropriate to fully fund depreciation on this new asset. Council is funding 100% of depreciation on items with a useful life of less than 12 years, and 50% of depreciation on those with a useful life of between 12 and 15 years. Council is not funding depreciation on anything with a useful life of greater than 15 years.

If depreciation funding is insufficient to cover the cost of asset renewal Council will normally loan fund the asset replacement. The cost of borrowing is funded according to the funding mechanism(s) specified in Council's revenue and financing policy.

The Council recognises that funding depreciation as well as loan repayments and interest is unfair on existing ratepayers as they pay for the current and future renewal at the same time. In situations like this depreciation funding is used to pay loan principal repayments. This approach also avoids significant increases and decreases in rates as loans are raised and repaid.

The following capital renewal expenditure is budgeted for network infrastructure activities over the coming ten years to ensure Council can continue to provide the levels of service it currently provides.

Activity	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Transportation	6,436	6,592	6,846	8,294	8,594	8,971	9,150	9,492	9,924	10,340
Drinking Water	918	1,011	872	926	1,033	627	1,889	1,020	1,137	1,184
Wastewater	1,157	766	2,276	919	915	1,036	1,099	1,089	1,192	1,098

New Capital Expenditure

The Long Term Plan 2012-22 details Council's approach to the levels of service it will provide over the coming ten years. These levels of service are determined based on the following considerations:

- Legislative compliance – there are some levels of service for some activities that are set by legislation or through resource consent requirements. Examples are drinking water standards, wastewater collection, treatment and disposal, solid waste disposal.
- Community outcomes – Council works with the community to identify goals the Council and the community should work to achieve. This process enables levels of service to be identified.
- Community expectations – Council monitors community expectations regarding the levels of service it provides in a variety of ways including an annual survey of residents, discussions with community groups and residents, referenda and consultation processes for the Long Term Plan, Annual Plan and specific projects.
- Political mandate – Councillors are elected every three years to represent the community and make decisions on behalf of the community. At times Councillors must make decisions regarding levels of service that they believe are in the best interests of the community even if some in the community disagree. This is an essential part of the democratic process.

The Council must look at the levels of service it provides, what it believes should or could be provided and assess and prioritise these against our community outcomes, what is appropriate for our community and what our community is reasonably able to afford.

Capital Expenditure Requirements

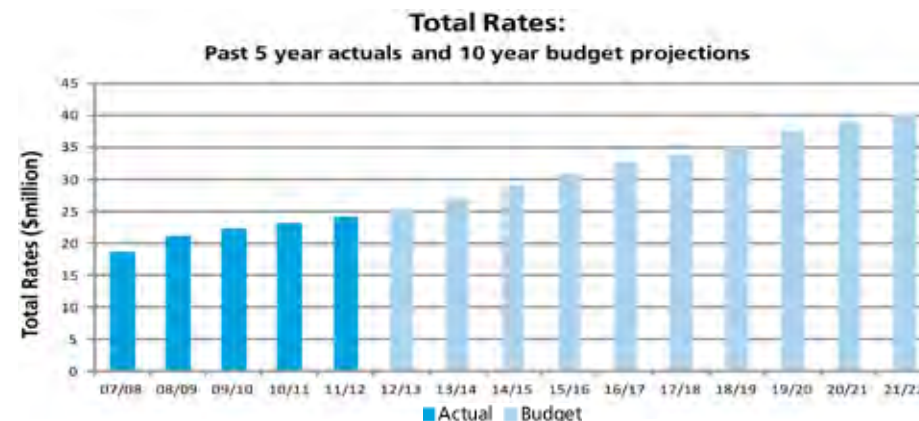
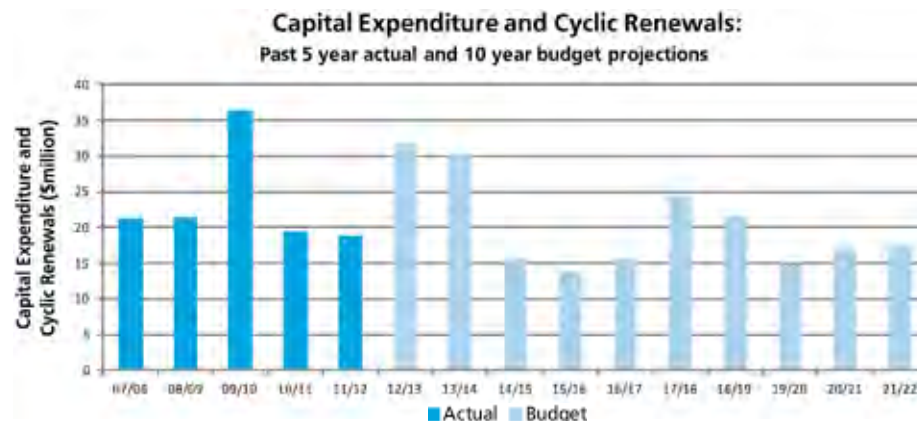
Capital expenditure is budgeted to be \$28 million in 2012/13 and \$25 million in 2013/14 years due primarily to investment in the construction of the Ashburton Art Gallery and Heritage Centre and the Riverside Sports and Leisure Centre (which also has some capital expenditure budgeted in the 2014/15 year).

Over the next 10 years, the Council has budgeted total capital expenditure of \$108 million, including capital expenditure on network infrastructure transportation, drinking water, wastewater and stormwater).

New capital cost expenditure is mostly budgeted to be funded from loans, with the principal and interest being funded by targeted rates over 25 years.

The following new capital expenditure is budgeted for network infrastructure activities over the coming ten years to ensure Council can continue to provide the levels of service it currently provides.

Activity	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Transportation	1,828	1,556	1,462	1,584	2,115	2,010	2,111	2,288	2,587	2,482
Drinking Water	558	406	871	546	157	4,435	115	120	125	967
Wastewater	2,848	2,593	575	481	287	336	167	174	1,180	190
Stormwater	749	845	803	499	517	536	80	84	87	91



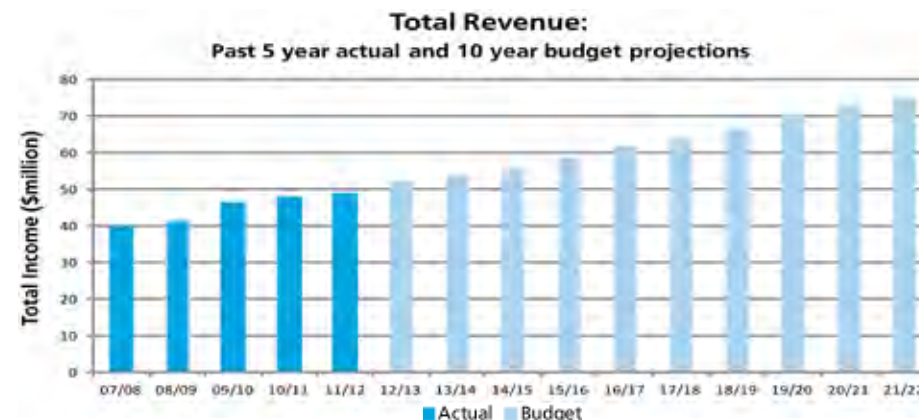
Total Rate Requirement

Total rate increases over the last 5 years have averaged 9% per year as outlined below.

The increases in overall expenditure budgeted over the coming ten year period is driven by increased community expectations in terms of both the standard and quantum of infrastructure and facilities. In addition, there has been increasing community demand for Council to become involved or increase existing levels of services in areas traditionally considered as “non-core” activities.

The Riverside Sports and Leisure Centre project, in particular, has been extremely well supported by the community, despite the cost and consequent impact on rates.

The graphs below show the overall rate requirement and Council’s total revenue for the past 5 years and the coming 10 years covered by this Long Term Plan.



Note: 2011/12 is estimated based on the Council’s Annual Plan 2011/12

Affordability

The strong local economy has increased the rating base and the wealth of the district and has resulted in the district being able to generally absorb rate increases of this magnitude. Although there may be individual cases of hardship to some ratepayers as a result of these increases, overall the rating levels in the Ashburton District have remained affordable and also remain at the lower level when compared nationally.

The increasing levels of services requested and delivered are generally meeting a high level of community satisfaction as measured in Council's National Research Bureau annual surveys.

Council's Borrowing

In developing this financial strategy Council has set in place limits on borrowing that aim to promote financial stability for Council and affordability, and value for money for the community over the short, medium and longer terms.

These limits have guided the preparation of Council's work programmes and budgets set out in the Long Term Plan 2012-22, and will be used to guide the preparation of future Annual Plan work programmes and budgets. Council will review its financial strategy and the limits contained within it through the Long Term Plan 2015-25.

Council can exceed these limits if it decides this is a prudent approach; however any breach of the limits must be communicated through the relevant Annual Plan, along with the reasons why breaching the limit(s) is considered prudent.

Council's limits on borrowing have been established recognising two major projects that are planned to be undertaken over the coming 10 years and for which extensive community consultation has already been undertaken. These are:

- Construction and operation of a new Ashburton Art Gallery and Heritage Centre
- Construction and operation of the new Riverside Sports and Leisure Centre

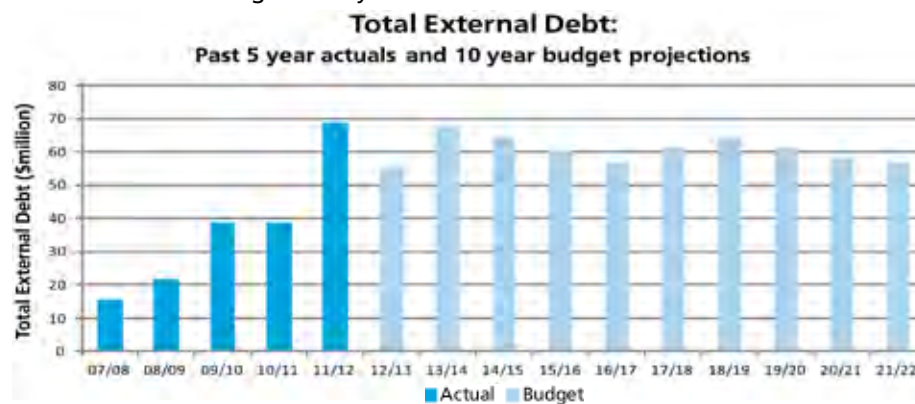
Borrowing Limits

Council's policy on the use of external debt is outlined in its Revenue and Financing Policy and Liability Management Policy. By financing long-term assets through borrowing the Council seeks to strike an equitable balance between funding these assets from current and future residents. This is known as the intergenerational equity principle.

The Liability Management Policy details external debt limits Council believes to be prudent and sustainable over the longer term. The debt limits are considered appropriate and within commercial financial norms. In setting these limits Council considered to be the financial risks associated with borrowing. In particular, the Council was concerned about the impacts that a significant increase in interest rates would have on the Council's rating requirements through higher loan servicing charges. It also allows for market corrections without having a detrimental impact on Council activities.

During the period of this Long Term Plan, Council has budgeted to repay debt as soon as prudent to reduce finance charges.

External Debt: Council's external debt levels have increased to fund capital projects undertaken in recent years. Council had very low levels of external debt in 2006/07 but projects such as the Ashburton wastewater upgrade, Ashburton water supply upgrade and the Ashburton Business Estate development have seen debt levels increase significantly.



Note: 2011/12 is estimated based on the Council's Annual Plan 2011/12

Due to delays in capital projects, the 2011/12 debt projection has been recalculated and is now estimated to now be \$44 million. This is the figure that has been assumed to be the opening debt level for the 2012/22 Long Term Plan.

Internal Debt: As well as external borrowing, Council has used realised investment funds that have been used to internally fund capital expenditure. Council believes it is prudent to fund debt internally when cash reserves enable this to occur. This reduces the net cost of borrowing as Council can internalise the lenders margin.

The areas where the funds have been used are required to pay interest on these internal borrowings and capital over the life of these internal loans to replace the investment. As at 30 June 2011 the internal loan funding was \$20.7 million. If this had not taken place Council would have \$20.7 million in additional cash investments but also \$20.7 million additional external debt.

Council has used internal funding from its investment pool in the past however the investment pool has reduced to a level where no more internal loan funding should be undertaken. All future loan funding is budgeted to be raised externally.

External Debt Limits

The Long Term Plan 2012-22 has been prepared on the basis of the following limits on external debt:

- Interest payments to service external debt are to be less than 10% of total Council revenue (excluding vested assets, infrastructure revaluations and other gains).
- Interest payments to service external debt are to be less than 25% of total rates for the year

There appears to be a firming of financial and local government sector views that a limit of 10% of total Council income is an appropriate debt to revenue ratio ceiling. It is important to note that having debt interest > 10% of total revenue does not of itself mean that the debt is not sustainable. What it indicates is that Council's future options may be more limited and Council should be mindful of

their debt level and how it is to be managed. The cost of borrowing may also increase if lenders perceive a greater risk.

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Interest as a % of revenue*	6.1	7.9	8.5	7.4	6.6	6.5	6.8	6.6	6.1	5.7
Interest as a % of rates revenue	12	14	14	13	11	11	12	11	10	10

* Excluding vested assets, revaluation gains, and gains on disposal of assets.

Managing Interest Rate Risk

Interest rates are at currently at historic low levels. If Council was carrying high levels of external debt any marked increase in interest rates could present difficulty for Council to manage the increased cost of capital in the future.

Council has debt management policies with measures and approaches that seek to minimise the impact of any such interest rate increase on Council's overall financial position.

Cash Reserves

Council's projected balance sheet shows external debt of \$57 million by 2021/22 and a building up of cash reserves to \$42 million over the same period.

Much of the cash generated is from general rate activities (such as sales in the Ashburton Business Estate) and cannot be used to repay debt funded from targeted rates (such as for water or wastewater capital expenditure). Over this period cash reserves also increase through repayment of internal debt.

Currently Council's cash reserves are insufficient to enable further internal borrowing. This limits Council's options in terms of structuring its overall debt profile.

Council considers it prudent to rebuild the cash holdings (primarily through land sales and depreciation funding). This will increase Council's funding flexibility by enabling cash reserves to be used, or internally borrowed against, rather than requiring external borrowing.

Council's Financial Position in 2022

Council's financial projections for the next ten years show the following picture

- Council's total assets in 2022 are forecast to be \$934 million (2011 \$615 million)
- Total equity is forecast to be \$871 million (2011: \$571 million)
- Debt is forecast to be \$57 million (\$2011 39 million) and to be 6.1% of total assets (2011: \$6.3%)
- Council's cash investments are budgeted to be \$42 million, largely as a result of land sales and internal loan repayments over the ten years
- Rates revenue is budgeted to contribute 54% of total income (2011 48%)
- At no time over the period 2012 – 22 is Council expecting to breach its debt ratio limits
- Council will remain in a strong financial position

Council Approach to Debt Security

Council provides lenders with security on its borrowings through a debenture trust deed. This gives lenders a charge over Council's rates income. In the unlikely event of Council defaulting on a loan, the lender has the ability to ensure a rate is set to recover the outstanding amount owed. This security is attractive to lenders and helps ensure Council can obtain ongoing support for its debt programme and reduces the margins lenders require on their investment (the interest rate paid by Council).

Council's Treasury Management Policy also allows Council to give security over specific assets where there is a direct relationship between the debt and the asset being funded and Council considers security over the asset is preferable to security over its rates income. Currently Council has no securities issued over its assets and the Long Term Plan 2012-22 does include any provision to secure debt directly over assets.

Council's approach to debt security seeks to maximise access to the capital needed for providing appropriate services to the community at the lowest cost possible.

Council's Financial Investments and Equity Securities

The Council has financial investments that generate a return which can be used to pay for services and reduce rates. This section explains Council's objectives for holding and managing financial investments and equity securities and its targets for returns on those investments and equity securities.

Ashburton Contracting Limited

Council owns 100% of the 2,500,000 shares in Ashburton Contracting Limited. As at 30 June 2011 these shares had a net asset backing of \$3.91 per share - \$9.775 million.

Council's objectives in holding this investment are:

- To ensure local capacity and capability to undertake civil works, particularly focussed on infrastructure
- To promote competition in the district for civil construction and maintenance activities
- To form part of a balanced portfolio of investments

Council's expected rate of return on average shareholder funds is a minimum of 10% after tax, based on the rolling average of the last 5 years (excluding any tax loss offset / subvention payment or the costs of Ashburton Contracting Limited's investment in the Lake Hood extension project).

This return, paid by way of dividend, is used to offset rates in the year it is received (budgeted to be \$435,000 per year before inflation).

Transwaste Canterbury Limited

Council owns 600,000 shares in Transwaste Canterbury Limited. As at 30 June 2011 these shares had a net asset backing of \$0.80 per share - \$480,000.

Council's objectives in holding this investment are:

- To provide an environmentally sustainable facility for the disposal of the district's residual solid waste
- To form part of a balanced portfolio of investments.

Dividends are determined by the board of directors and dividend returns are applied against the general rate and the uniform annual general charge as detailed in Council's Revenue and Financing Policy.

Cash

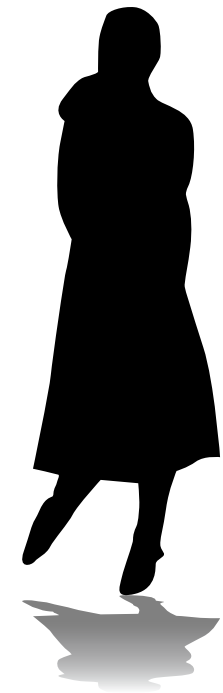
Council holds cash for the purpose of operating and maintaining stable cash flows. Council also holds cash in reserves largely for the purpose of funding the renewal of assets. These funds are invested in internal borrowing or deposits as provided by Council's Investment Policy. Council's target return on cash is to achieve the average 90 bill rate. The return on net cash investments is budgeted at 4.5%.

Other Investments

Council holds a small number of low value investments in equity and loans with a purpose to purchase benefits or for economic or community development.

Part 3

Upcoming Projects



Major Projects 2012 - 22

Riverside Sport and Leisure Centre



Council's flagship project over the next 10 years is the Riverside Sport and Leisure Centre. The \$30 million facility will incorporate a new indoor aquatic centre with a range of swimming facilities and a 4 court indoor sports stadium.

Council is working with the Ashburton Stadium Complex Trust on this project. Council and the Trust have representatives on the project group overseeing progress of the project.

Council adopted a concept design for the facility in 2011 which identified the features to be included and provided a sketch design of how the facility might look. Features in the concept design which are likely to be included in the facility are:

- A ten lane 25 metre main pool
- A leisure pool approximately 20 metres X 12 metres
- A programme pool for 'learn to swim' and therapeutic purposes
- An interactive water feature
- Steam room, spa and sauna
- Shower, changing and toilet facilities
- 4 court indoor stadium
- Fully appointed fitness centre and weight room
- Sports house
- Café

The site for the Riverside Sport and Leisure Centre was decided in 2010 with reserve land on River Terrace, Ashburton selected. Detailed geotechnical testing has confirmed the site can accommodate the design requirements of the facility.

Tenders have now been called for full design services, with resource consent to be applied for and construction scheduled to begin in October/November 2012.

Investing in Our Future

We have consulted on this project through the previous Long Term Plan and through the Annual Plans of the past two years. Council has decided to proceed with the project at decision-making points along the way for the following reasons:

- The current community swimming pool no longer meets the needs of the community. It is becoming increasingly difficult for residents to access the pool due to over-use.
- The current pool is at the end of its economic life. Significant investment will be needed to keep the pool functioning beyond the short term.
- The district does not have an indoor sports facility capable of providing for a wide range of sports.
- Council's population growth projections show the district population will grow by around 6,500 residents over the coming 25 years. This means current access problems will get worse.
- The district does not have an indoor function facility capable of hosting large-scale events such as trade shows, expos and the like.
- We need facilities that provide the sport and recreation opportunities a modern, successful community demands. If we are to continue to attract and retain new residents we need investment in community facilities.

- Council has received overwhelming community support for the project. Close to 2,000 residents provided feedback on the proposal in 2009, with 98% expressing support for the project.

How Much Will the Facility Cost and How Will it be Funded?

Council has agreed to a total budget of \$30 million for the construction of the facility. The design of the facility will be based on this total figure, using accepted industry component costs to keep to the overall budget. The actual cost of the facility will become more definite only when construction tenders are received.

Council's contribution is budgeted to be \$25 million, with the Ashburton Stadium Complex Trust charged with raising a further \$5 million from community and other sources. The Trust has developed a fundraising strategy and has established teams of volunteers to undertake different fundraising approaches.

The \$25 million Council contribution will be funded from development contributions and loan funding.

Servicing and repaying the loan will be funded from development contributions and rates. The rate component will come from a uniform annual general charge (all rateable units in the district will pay the same amount).

If costs are greater than \$30 million and/or the \$5 million cannot be raised by the community, Council will consider the following options:

- Fund the outstanding cost
- Reduce the size or scope of the facility
- Stage the construction of the facility

How Much Will it Cost to Operate the Facility?

Council has had a preliminary business plan developed for the operation and management of the facility by leisure planning consultants Simply Great Leisure (SGL)

This business plan forecasts an operational break-even situation of \$2 million dollars income and expenditure. This forecast excludes interest, rates, insurance and depreciation. Total net operating costs including these items will total \$2.336 million in the first full operating year (2015/16).

This will be funded from a uniform annual general charge (all rateable units will pay the same amount). The charge per rateable unit in 2015/16 will be \$168.

The budgeted operating revenue of \$2 million is based on 350,000 users per year over the whole facility and an average spend per user of \$5.70. If operational revenue is less than budgeted or operational expenditure is greater than budgeted the difference will need to be funded from rates. Additional rate funding of \$250,000 would mean an increase in rates property of approximately \$18 per year. Council will maintain a careful oversight of operational expenditure and income to ensure the facility remains at or close to the budgeted levels.

Who Will Own and Operate the Facility?

Council will own the facility, although the issue of management of the Riverside Sport and Leisure Centre has not been formally decided. The Long Term Plan 2012-22 shows income and expenditure related to the facility in Council's budgets implying Council in-house management. If the management model decided on is different from this it is likely there will be a separate community consultation process to inform the community and enable residents views to be considered.

Urban Traffic Congestion - Proposed Ashburton River Bridge

Council and New Zealand Transport Agency (NZTA) commissioned a Transportation Study report on traffic issues within the Ashburton urban area.

The report showed future traffic congestion issues emerging along State Highway 1 through Ashburton.

The preferred response is construction of a second road bridge across the Ashburton River to service the Ashburton urban area. Reasons a new bridge is the preferred option include:

- Will reduce traffic congestion on the State Highway
- Provides an alternate route should the highway bridge be unavailable
- Supports ongoing development of Tinwald
- Enables Tinwald residents to access the Ashburton CBD from the east side of the town – alternative traffic and parking options

This project is in the preliminary planning stages. Council has budgeted \$300,000 for land designation in 2012/13, with a resource consent application in 2020/21 – 2021/22. Current plans are for the bridge to be constructed by 2026. No significant construction expenditure will be incurred in the coming ten years.

Tinwald traffic lights: Until a bridge is constructed, Council's preferred short to medium term solution to improve safe access to State Highway 1 in Tinwald is for traffic lights to be installed. This is a priority for Council, but has not been included in the Regional Land Transport Programme. Council will continue to work with NZTA to have this included in the programme at the earliest possible date.

Art Gallery and Heritage Centre



Council is building a new Art Gallery and Heritage Centre on West Street, Ashburton. The new facility will provide appropriate space for storing the Museum artefacts and Art Gallery collection and will improve the display areas for both organisations. The facility will also include space for the Ashburton Genealogical Society to operate from and space and appropriate storage for the Council and district archives.

The Ashburton Museum has for many years been requesting Council invest in improving the size and quality of the Museum's storage facilities. The Museum currently stores some of the district's heritage items in substandard conditions.

There have also been requests to Council to improve the overall quality of the Museum and Art Gallery display space, particularly with respect to controlling air temperature and moisture levels at levels that enable the collections to be maintained in a suitable condition.

The Council's archives are likewise stored in seriously substandard conditions in the basement of the Council building. Council has a legal responsibility to ensure its archives are kept in a suitable state and an obligation to the residents of the district to ensure information is available for current and future residents and researchers.

The new facility will result in a much improved visitor experience in both the Museum and Art Gallery and will ensure the district's treasures are available for future generations.

The new facility may also enable the Ashburton Art Gallery to access exhibitions it has not been able to in the past, with vastly improved storage and display conditions available.

Council has received resource consent and building consent for the new facility. A contract has been let for the construction, which is due to commence June 2012, and is budgeted to cost the tendered amount of \$6.3 million. The new Art Gallery and Heritage Centre is scheduled to open in September 2013.

The sale of the existing Art Gallery/Museum building had been planned to offset the overall cost of the project. The Ashburton Trust signed an agreement to purchase the building but withdrew from the purchase. Council will now borrow the \$1.8 million the Trust had agreed to pay for the building.

Council is to apply for external grant funding of \$500,000 as part of the capital costs of the building. If funding from this source falls short of that figure the remainder will need to be loan funded.

Council has budgeted \$400,000 in 2012/13 as a contribution to furniture and fittings for the new facility and a further \$50,000 for storage units to hold the Council's archives. This expenditure will be loan funded.

Civic Administration Building Extension

Council detailed its intention to extend the civic administration building in its previous two Long Term Plans. Council has budgeted approximately \$6 million in both 2017/18 and 2018/19 to construct an addition to the existing office building.

With the district population growing, Council's work programmes becoming more complex and a broadening of Council's core business we need to provide a wider range of services.

This has resulted in the need for increasing staff numbers to provide these services. The continued pressure on staff accommodation has seen three departments of Council move out of the main administration building.

Other issues needing to be addressed in any changing of the current civic offices is the need for a better public reception and meeting space. This is about improving how we do business with residents of the district.

In the previous Long Term Plan this project was scheduled for construction in 2014/15. The project has been deferred due to cost and the impact on rates (given the timeframe for completion of the Art Gallery and Heritage Centre and the Riverside Sports and Leisure Centre) and to enable Council to evaluate options to provide the office accommodation required. Extending the current civic administration building remains Council's preferred medium to long term option.

In the interim Council will continue to assess short term office accommodation options if this is required. One option is to utilise the existing Art Gallery and Museum building when vacated.

Ashburton Business Estate

Council has completed development of stage one of the Ashburton Business Estate, a commercial and industrial subdivision to the north east of Ashburton. The cost for developing stage I of the project and getting services to the site was approximately \$20 million.

The first stage comprises 54 hectares and sections are now available for purchase. A commercial real estate company has been contracted to market sections in the development. The Council is also promoting sales through wider economic development initiatives it is involved with.

The Long Term Plan 2009-19 had budgeted income of \$11 million in 2010/ 11 and \$5 million each year following that. Council has revised its budgeted revenue from section sales at the Business Estate to better reflect the current commercial real estate market in the district.

Based on sales of approximately \$4,000,000 over the first 18 months sections have been available, Council has budgeted future sales revenue of \$3 million per year. This level of sales revenue will cover the cost of servicing the loans and rebuild Council's cash balances over the period covered by this Long Term Plan.

Sales of approximately \$1.2 million per year are required to service the loans. If this level of sales is not achieved rate funding may be required to service debt. Every \$1 million of debt requires \$60,000 per year in interest - meaning the maximum annual call on rates in a worst case scenario is \$72,000.

Stage II of the Ashburton Business Estate will not proceed until sales in stage I are able to support the funding required for development. Development costs for Stage II have not been budgeted. This will be assessed through the next Long Term Plan 2015-25.

Ashburton Rail Relocation

As part of the Ashburton Business Estate project Council has proposed to work with Kiwi Rail to move the Ashburton rail yards from the town centre to the Ashburton Business Estate.

Council believes moving the rail yards will be positive for Kiwi Rail (through having a new facility with additional business located nearby); the Council (the rail yards will be added benefit to businesses located at the Business Estate); and to the community (getting the noise, dust and visual impacts of the rail yard away from the Ashburton town centre area).

Talks have been held with Kiwi Rail regarding feasibility and cost, but no arrangement has yet been finalised. Council has not included any expenditure for this project over the coming ten years. Council will consider any future financial contribution it might make towards relocation costs based on an assessment of benefits to Council and the community.

Ashburton Relief Sewer

The Ashburton Relief Sewer (ARS) is a trunk sewer main that runs from Creek Road at Saunders Road and ends at the grit chamber at the end of Trevors Road, a total length of 4,920m.

Computer modelling of the Ashburton wastewater network identified that the section from Bridge Street to the grit chamber was exceeding design capacity and upgrading was necessary in the next few years. Further investigations completed in 2010 confirmed the upgrading should proceed from the 2012/13 year.

Council has approved duplicating the pipeline with a preferred alignment to the east of Trevors Road. Council will undertake alignment investigations (including the consultation with affected parties) and detailed design in 2012 with construction expected to commence in 2013.

The construction period is expected to span the 2012/13 & 2013/14 financial years. The total cost of the project over the two years is \$3.5 million.

North East Ashburton Water Reticulation

Properties in the rural-residential area to the north east of the Ashburton urban area currently source drinking water independently from wells on each property. The shallow groundwater quality in the area is sometimes not of a high standard.

Council has laid a water main to service the Ashburton Business Estate which could be used as part of a reticulated water supply for properties between the town boundary and the Business Estate.

Council is proposing to construct drinking water reticulation to service this area in 2017/18, and will consult with affected property owners. This project is budgeted to cost \$4 million.

Overall Rate Requirement

The overall rate requirement takes in all rates collected by Council. It is important to note the rate requirement per property will vary according to the value of the property and the location of the property in the district.

Council has looked to keep rate increases to a minimum over the next 10 years, and within the limit set in Council's Financial Strategy of no more than 5% excluding the local government price index (LGPI) for years 1 – 3 and no more than 3% excluding LGPI for years 4–10.

The increases in the overall rate requirement for the next three years are: (2012/13) 5.3%; (2013/14) 7.4%; and (2014/15) 7.4%.

The table below shows the budgeted total annual rate requirement change proposed for 2012 – 22.

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Total rate increase (+%)	5.3	7.4	7.4	6.6	5.6	3.0	4.7	7.0	4.3	2.4
Average LGPI adjustment (+%)	3.9	3.7	3.5	3.6	3.7	3.6	3.7	4.0	4.2	4.3
Rate increase before LGPI adjustment (+%)	1.4	3.7	3.9	3.0	1.9	-0.6	1.0	3.0	0.1	-1.9

What is Causing the Increased Overall Rate Requirement?

The overall rate requirement for years 2012/13 – 2014/15 is significantly impacted by capital investment and increased operational expenditure associated with the Ashburton Art Gallery and Heritage Centre and the Riverside Sport and Leisure Centre.

These projects impact on rates over the coming four years as follows:

	2012/13	2013/14	2014/15	2015/16
Riverside Sport and Leisure Centre (+%)	1.8	2.4	2.9	1.6
Ashburton Art Gallery and Heritage Centre (+%)	0.5	1.7	0	0

Other major reasons for an increased overall rate requirement, particularly in years 1 and 2, are:

- Significant overhead costs for the water and waste water activities moving from capital expenditure to operational expenditure as a result of work being undertaken;
- The start of repaying loans taken out to fund the District Plan review;
- One-off costs associated with local government elections in year 2.

Impact of Growth and Capital Improvement on Rates

Not all the additional rate requirement each year is funded by current properties. Each year new properties are added to the rating base as subdivisions occur. This means the total rate required is spread over more properties. We refer to this as broadening the rating base.

Capital improvements also have an impact on rates. An example of this is if a farm converts from dryland farming to irrigated farming such as dairying or cropping. The conversion requires capital investment and results in an increase in the rateable value of the property. While the rates paid on the property remain roughly the same as a proportion of value the amount paid increases. We refer to this as deepening the rating base.

Both growth and capital improvement assist in making any increases in the overall rate requirement more affordable to the overall district community.

Indicative rate requirements by area for the next ten years can be found on the following pages.

Local Projects and Rates by Community

It should be noted that all rates calculations include forecast inflation adjustments.

Ashburton

Transportation:

2012/13 Ashburton River Bridge land designation - \$300,000

Drinking Water:

2012–22 Watermain renewals and meter replacements - \$8 million

2017/18 North East Reticulation - \$4 million

2017/18 Tarbottons Road watermain extension - \$392,000

Wastewater:

2012–22 Sewer main renewals and CCTV investigation - \$9.1 million

2012–14 Ashburton Relief Sewer upgrade - \$3.5 million

2013/14 Erosion protection at oxidation ponds - \$165,000

2020/21 Wilkins Road bypass - \$999,000

Stormwater:

2012–15 Mill Creek bank stabilisation - \$1.5 million

2015–22 Ashburton Urban Stormwater Strategy projects - \$1.3 million

Recreation and Leisure:

2012/13 Ashburton Art Gallery and Heritage Centre - \$400,000

2012–15 Riverside Sport and Leisure centre - \$23 million

Ashburton Residential

Capital Value:	\$230,000
Current Rates (2011/12):	1,484
2012/13	1,529
2013/14	1,620
2014/15	1,730
2015/16	1,809
2016/17	1,872
2017/18	1,918
2018/19	1,990
2019/20	2,102
2020/21	2,166
2021/22	2,206

Ashburton Commercial

Capital Value:	\$1,000,000
Current Rates (2011/12):	4,044
2012/13	4,187
2013/14	4,435
2014/15	4,724
2015/16	4,965
2016/17	5,264
2017/18	5,339
2018/19	5,577
2019/20	5,913
2020/21	6,176
2021/22	6,289

Ashburton Commercial – inner CBD

Capital Value:	\$1,000,000
Current Rates (2011/12):	4,774
2012/13	4,946
2013/14	5,206
2014/15	5,496
2015/16	5,737
2016/17	6,039
2017/18	6,121
2018/19	6,360
2019/20	6,706
2020/21	6,970
2021/22	7,089

Ashburton Commercial – expanded CBD

Capital Value:	\$1,000,000
Current Rates (2011/12):	4,346
2012/13	4,513
2013/14	4,773
2014/15	5,062
2015/16	5,307
2016/17	5,612
2017/18	5,697
2018/19	5,939
2019/20	6,287
2020/21	6,553
2021/22	6,676

Methven**Drinking Water:**

2021/22 Watermain renewals and meter replacements – \$2.3 million

2021/12 Storage upgrade - \$836,000

Wastewater:

2012–22 Sewer main renewals and CCTV investigation – \$2.3 million

Refuse and Recycling:

2012–15 Completion of Methven landfill cap – \$99,000

Parks and Open Space:

2012–22 New playground equipment – \$210,000

2014–18 New cemetery interment beams – \$19,000

Methven Residential

Capital Value:	\$230,000
Current Rates (2011/12):	1,448
2012/13	1,550
2013/14	1,647
2014/15	1,785
2015/16	1,847
2016/17	1,945
2017/18	1,964
2018/19	2,174
2019/20	2,233
2020/21	2,234
2021/22	2,195

Methven Commercial

Capital Value:	\$750,000
Current Rates (2011/12):	3,847
2012/13	3,977
2013/14	4,110
2014/15	4,361
2015/16	4,508
2016/17	4,848
2017/18	5,019
2018/19	5,408
2019/20	5,593
2020/21	5,591
2021/22	5,442

Rakaia**Drinking Water:**

2012–22 Watermain renewals and meter replacements – \$15,000

Wastewater:

2012/13 Primary clarifier weirs replacement – \$11,000

Refuse and Recycling:

2012–15 Rakaia Resource Recovery Park, new containers – \$38,000

Parks and Open Space:

2012–22 Town beautification – \$114,000

2012–16 New cemetery interment beams – \$17,000

Rakaia Residential (wastewater contribution paid)

Capital Value:	\$230,000
Current Rates (2011/12):	1,470
2012/13	1,519
2013/14	1,734
2014/15	1,654
2015/16	1,770
2016/17	1,941
2017/18	2,012
2018/19	2,008
2019/20	2,138
2020/21	2,262
2021/22	2,302

Rakaia Commercial (wastewater contribution paid)

Capital Value:	\$750,000
Current Rates (2011/12):	3,682
2012/13	3,664
2013/14	4,282
2014/15	3,858
2015/16	4,183
2016/17	4,638
2017/18	4,909
2018/19	4,296
2019/20	5,166
2020/21	5,451
2021/22	5,611

Rakaia Residential (wastewater contribution not paid)

Capital Value:	\$230,000
Current Rates (2011/12):	1,759
2012/13	1,773
2013/14	1,984
2014/15	1,900
2015/16	2,013
2016/17	2,179
2017/18	2,245
2018/19	2,236
2019/20	2,362
2020/21	2,481
2021/22	2,514

Rakaia Commercial (wastewater contribution not paid)

Capital Value:	\$750,000
Current Rates (2011/12):	3,971
2012/13	3,918
2013/14	4,532
2014/15	4,104
2015/16	4,426
2016/17	4,876
2017/18	5,143
2018/19	5,024
2019/20	5,390
2020/21	5,669
2021/22	5,823

Mt Somers

Drinking Water:

2012–14 Water supply upgrade – \$280,000

Community Facilities and Support:

2013/14 Development of a community strategic plan – \$7,000

Parks and Open Space:

2012–17 Mt Somers cemetery, cremation remembrance area – \$7,500

Capital Value:	\$200,000
Current Rates (2011/12):	1,041
2012/13	1,087
2013/14	1,276
2014/15	1,447
2015/16	1,508
2016/17	1,537
2017/18	1,566
2018/19	1,594
2019/20	1,680
2020/21	1,716
2021/22	1,739

Mayfield

Community Facilities and Support:

2012/13 Development of a community strategic plan – \$7,000

Capital Value:	\$200,000
Current Rates (2011/12):	1,360
2012/13	1,434
2013/14	1,494
2014/15	1,571
2015/16	1,634
2016/17	1,665
2017/18	1,699
2018/19	1,730
2019/20	1,819
2020/21	1,859
2021/22	1,886

Hakātere

Capital Value:	\$150,000
Current Rates (2011/12):	947
2012/13	921
2013/14	993
2014/15	1,059
2015/16	1,122
2016/17	1,156
2017/18	1,183
2018/19	1,210
2019/20	1,295
2020/21	1,335
2021/22	1,354

Fairton

Drinking Water:

2013/14 Water main renewal – \$122,000

Capital Value:	\$230,000
Current Rates (2011/12):	1,090
2012/13	1,083
2013/14	1,165
2014/15	1,242
2015/16	1,319
2016/17	1,366
2017/18	1,401
2018/19	1,437
2019/20	1,538
2020/21	1,592
2021/22	1,623

Hinds

Drinking Water:

2012/13 Chemical storage upgrade – \$3,000

Community Facilities and Support:

2014/15 Development of a community strategic plan – \$7,000

Capital Value:	\$200,000
Current Rates (2011/12):	985
2012/13	986
2013/14	1,060
2014/15	1,147
2015/16	1,219
2016/17	1,258
2017/18	1,298
2018/19	1,339
2019/20	1,435
2020/21	1,481
2021/22	1,515

Chertsey

Drinking Water:

2012/13	Water supply wellhead improvements – \$9,000
2014/15	Water treatment upgrade – \$21,000

Capital Value:	\$230,00
Current Rates (2011/12):	912
2012/13	920
2013/14	1,001
2014/15	1,075
2015/16	1,155
2016/17	1,198
2017/18	1,229
2018/19	1,261
2019/20	1,356
2020/21	1,406
2021/22	1,430

Lake Hood

Drinking Water:

2015/16	Water supply chemical storage upgrade – \$10,000
---------	--

Capital Value:	\$550,000
Current Rates (2011/12):	1,565
2012/13	1,660
2013/14	1,765
2014/15	1,888
2015/16	1,995
2016/17	2,073
2017/18	2,128
2018/19	2,179
2019/20	2,323
2020/21	2,412
2021/22	2,478

Dromore

Drinking Water:

2015/16 Water supply chemical storage upgrade – \$3,000

2012/13 Water meter replacement – \$9,000

Capital Value:	\$7,000,000
Current Rates (2011/12):	8,608
2012/13	9,130
2013/14	9,528
2014/15	10,148
2015/16	10,856
2016/17	11,606
2017/18	11,944
2018/19	12,236
2019/20	13,187
2020/21	13,894
2021/22	14,315

Winchmore

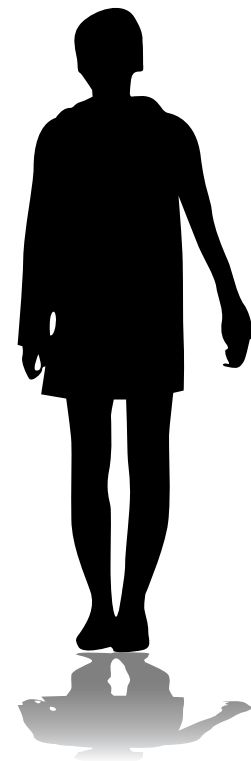
Capital Value:	7,000,000
Current Rates (2011/12):	8,952
2012/13	9,596
2013/14	10,227
2014/15	10,833
2015/16	11,543
2016/17	12,263
2017/18	12,594
2018/19	12,885
2019/20	13,826
2020/21	14,534
2021/22	14,961

Rural

Capital Value:	7,000,000
Current Rates (2011/12):	6,731
2012/13	7,119
2013/14	7,597
2014/15	8,161
2015/16	8,864
2016/17	9,458
2017/18	9,711
2018/19	9,955
2019/20	10,777
2020/21	11,375
2021/22	11,717

Part 4

Council Activities





Transportation

Roads • Footpaths

The transportation group of activities contributes to the following community outcomes:

- A thriving and diverse local economy
- An enjoyable place to live

At a Glance - Transportation

Council is responsible for one of the largest road networks in New Zealand Managing our road network includes:

- Maintaining roads and footpaths
- Providing on-street car parking
- Street lights and road signs
- Bridges and culverts
- Encouraging drivers to be safe on the roads

Keeping our roads and footpaths in good condition helps to support our local industries and allow our residents and visitors safe and easy travel around Ashburton District.

Council also works closely with NZTA, who are responsible for looking after the State Highways in our district.

Key upcoming projects

- Wearing course replacements - approximately 7.5km per year, costing \$200,000 each year
- Sealed road rehabilitation - at a cost of \$2 - 2.5 million each year
- Sealed road resurfacing - \$2 - 2.2 million each year
- Ashburton second bridge - land designation
- Intersection safety improvements

Contribution to Community Outcomes

	Thriving economy	Sustainable environments	Enjoyable place	Safe & healthy	Leadership & community
Roads	✓		✓	✓	
Footpaths	✓		✓	✓	

Key Assets

FOOTPATHS	Path one side (m)	Path both sides (m)	ROADS	Description	Number or length
Ashburton	13,875	130,404	Roads	Sealed urban roads	161 km
Tinwald	4,855	26,699		Unsealed urban roads	5 km
Methven	4,909	11,274		Sealed rural roads	1,324 km
Rakaia	3,524	4,778		Unsealed rural roads	1,152 km
Mt Somers	562	677			
Hinds	1,584	1,343	Bridges	Council-owned bridges	159
Mayfield	623	820		Private bridges	25
Fairton	969	178			
Chertsey	870	98			
Lake Hood		1,219	Kerb and channel	All types	695km
Rural	1,194	384			
TOTAL DISTRICT	32,965	177,874	Streetlights	All types	2,490

In More Detail

The district road network (excluding the State Highways) is owned and managed by the Council, as the Road Controlling Authority. We have a road network of 2,643 km, of which 1,485km is sealed, and the remaining 1,157km is unsealed.

The road network has been developed so the distance users need to be on unsealed roads is minimised, with a sealed road within reasonable proximity of all properties. These sealed roads in turn lead to main collector, principal and arterial roads, and state highways.

State Highways are owned and maintained by the NZ Transport Agency (NZTA). Council works closely with NZTA and the regional land transport committee to ensure appropriate transport strategies are implemented.

The district road network is continually extended, usually through roads vesting with Council following development of subdivisions.

Council also owns and maintains a footpath network of over 210 km in the towns and villages throughout the district.

Maintaining Our Roads

Council is responsible for road maintenance and improvement works carried out in the district. Most of this work, apart from some of the supervision and asset management, is carried out on behalf of Council by contractors. Maintenance contracts are normally multi-year in order to establish a partnership with the service provider. This is aimed at providing incentives for investment by the service provider, which in turn should improve the overall quality of service and work done.

Council will continue to evaluate service delivery options to ensure the approach used is the most cost effective and beneficial for the community.

Effects of Changing Road Use

Much of the district's road network was originally constructed with minimal structure and foundation. With more traffic and heavier loads this is no longer desirable. Changing land use, and particularly dairy farming, has resulted in significant increases in heavy traffic use on our roads, causing noticeable deterioration of the road network in a number of areas.

Over the last ten years, some roads have shown signs of distress and have needed renewal of the road pavements.

Strengthening of parts of the district road network will be required as the original road design is not capable of handling these heavier vehicle loadings.

Improving Unsealed Roads

In 2000/2001 Council adopted a strategy to improve unsealed roads, with a focus on more heavily used roads. This involved deferral of seal extensions in favour of unsealed road rebuilding. The initial programme was completed in 2006.

The rebuilding of these roads included placing a 70mm thick wearing course. This wearing course must be continually replaced and funding has been budgeted for this over the coming 10 years.

Seal extension work will only be done if Council provides all of the funding. No seal extensions have been budgeted for in the coming 10 years.

Ashburton Urban Traffic - Proposed Second River Bridge

Council and NZTA commissioned a Transportation Study report on current and future traffic issues within the Ashburton urban area.

The report showed future traffic congestion issues emerging along State Highway 1 through Ashburton, particularly at the intersections where local traffic is joining or leaving the main road.

Council has evaluated options to reduce current and future congestion on State Highway 1. The proposed response is construction of a second road bridge across the Ashburton River to service the Ashburton urban area. This is considered the best way of reducing increasing congestion on the state highway bridge and will provide alternate access should the highway bridge be unavailable.

This project is in the preliminary planning stages. Land designation is planned and budgeted for 2012/13, with resource consent application in 2020/21 – 2021/22. Current plans are for the bridge to be constructed by 2026.

Ashburton Urban Traffic - Tinwald Traffic Lights

Until a second bridge is constructed, Council's preferred short to medium term solution to improve safe access to State Highway 1 in Tinwald is for traffic lights to be installed. This is a priority for Council, but has not been included in the Regional Land Transport Programme. Council will continue to work with NZTA to have this project included in the programme at the earliest possible date.

NZTA Subsidy Funding

NZTA provides Council with a funding contribution towards the maintenance of the district's transport network. NZTA advised its subsidy funding to Council will be approximately \$1.85 million less for the first three years of the Long Term Plan 2012-22 than Council originally budgeted for.

Council decided to reduce the scope of work in the next three years to match the subsidy funding available. The net effect is a reduction in the work programme of approximately \$3.7 million over the first three years of the Plan. This has required changes in the maintenance programme, such as reduced expenditure on wearing course replacement, sealed road rehabilitation, preventative maintenance and other maintenance work.

Council has budgeted in this Long Term Plan for an increase in NZTA funding from year 4 onwards. If this increase in funding is not received it is expected levels of service, ie: the quality of our local roads, will deteriorate over time.

Council will continue to lobby strongly to NZTA and the government for funding contributions that are appropriate to maintain a quality road network in this district.



Strategic Issues and Responses

	Issue	Response
Changing land use	<p>Our rural areas are undergoing ongoing change in the use of land; primarily through conversion to dairying, dairy support and specialised cropping.</p> <p>Milk tankers using these roads daily are increasing wear and tear on our rural road network. A number of roads are showing signs of premature failure.</p>	<p>Road maintenance work programmes have been adjusted within existing budgets for the next three years to rehabilitate sealed rural roads showing premature failure. An ongoing assessment of the state of key rural roads will determine the extent of this work from year 3 onwards.</p> <p>Key high-use unsealed rural roads were rebuilt and capped with a clay-bound wearing course treatment over the period 2000 – 2006. This treatment improved the ride and durability of the road. These roads now need to have the wearing course reapplied to maintain the underlying structure and quality of the surface. Council has budgeted an additional \$200,000 per year for this work.</p>
Traffic congestion – Ashburton urban area	<p>Council and New Zealand Transport Agency (NZTA) commissioned a Transportation Study report on traffic issues within the Ashburton urban area.</p> <p>The report showed future traffic congestion issues emerging along State Highway 1 through Ashburton, particularly between Carters Terrace and Walnut Avenue.</p>	<p>The proposed response is construction of a second road bridge across the Ashburton River to service the Ashburton urban area. This is considered the best way of reducing increasing congestion on the state highway bridge and will provide alternate access should the highway bridge be unavailable.</p>
NZTA funding	<p>NZTA provides Council with funding assistance for qualifying transportation projects. This is called the “Financial Assistance Rate” (FAR funding).</p> <p>The FAR subsidy for Ashburton District is currently 46%, one of the lowest for rural councils in the country. NZTA has fixed this subsidy rate for the next three years.</p>	<p>Council will continue to advocate to government for a higher level of financial assistance. Council believes the district has a special case based on: the extent of the district’s road network; the relatively small rating base funding roads in the district; and the contribution the district makes to the export revenue of the country (which requires an efficient road network to get goods to market).</p>

Potential Negative Effects

Pollution	Increasing traffic can lead to road congestion and to pollution.	<p>Council aims to minimise congestion on the district’s roads through having traffic flow at optimal levels, reducing travel times and pollution.</p> <p>Council has a walking and cycling policy aimed at encouraging active transport and reduced commuter traffic.</p>
Vehicle crashes	Vehicle crashes cause significant health and economic negative effects.	<p>Council seeks to make its transportation network as safe as possible and works closely with NZTA on this.</p> <p>Council employs a road safety coordinator and works closely with the Ashburton District Road Safety Co-ordinating Committee to promote road safety in the district.</p>

Key Strategies and Policies that Support this Activity

Strategy / Policy
Canterbury Regional Land Transport Strategy
Ashburton District Land Transport Programme
Ashburton District Walking and Cycling Strategy
Ashburton Town Centre Development Plan
Ashburton Parking Strategy
Ashburton Stormwater Strategy

Financial Overview⁹

Operating Income



Total Expenditure



⁹ Please note these two charts are not directly comparable, as the 'Operating Income' chart does not include capital income, and the 'Total Expenditure' chart includes capital expenditure.

Investing in our Future 2012 - 22

Capital Works Programme

The following table details the annual budget for new capital works over the coming ten years. New capital work refers to the development of new infrastructure which increases the level of service provided and/or the capacity of the asset to service increased demand.

Project	2012/13	2013/14	2014/15	2015–22
	\$000s	\$000s	\$000s	\$000s
New roads	300	-	-	275
Minor improvements	620	585	607	5,513
Subdivision contribution to road assets	110	113	118	960
Minor seal extension	59	61	63	514
Minor work	89	30	32	257
New kerb and channel	67	113	-	1,738
New footpaths	8	-	3	846
Walking and cycling facilities	-	56	21	72
Vested assets	513	531	552	4,494
TOTAL NEW CAPITAL	1,766	1,489	1,396	14,669

Note: New assets vested in Council are normally funded by developers.

Capital Renewals Programme

The following table details the annual budget for capital renewals over the coming ten years. Capital renewals relate to upgrades or maintenance of existing roads or other assets.

Project	2012/13	2013/14	2014/15	2015–22
	\$000s	\$000s	\$000s	\$000s
Maintenance – unsealed roads	874	907	937	9,043
Resurfacing sealed roads	2,300	2,386	2,467	23,404
Drainage renewals	460	477	494	4,267
Sealed road rehabilitation	2,106	2,184	2,258	22,117
Structure components	67	38	41	287
Environmental renewals	6	6	6	13
Traffic service renewals	115	122	130	1,325
Associated improvements	77	47	63	677
Footpath resurfacing	430	426	450	3,632
TOTAL CAPITAL RENEWALS	6,435	6,593	6,846	64,765

Operational Expenditure

Operational expenditure refers to the general ongoing costs of operating and maintaining the assets needed to deliver the service and other costs required for service delivery. Types of work within operating expenditure for transportation over the coming ten years include:

Type of work	2012/ 13	2013/14	2014/15	2015–22
	\$000s	\$000s	\$000s	\$000s
Sealed pavement maintenance	837	923	943	7,373
Unsealed pavement maintenance	496	600	642	5,017
Routine drainage maintenance	101	142	150	1,225
Structures maintenance	92	46	50	405
Environmental maintenance	455	424	391	4,764
Streetscape maintenance	650	569	611	6,680
Traffic signals	26	30	31	255
Carriageway lighting	75	78	80	654
Professional services	673	738	867	6,665



Our Service - Transportation

Community Outcomes

A thriving and diverse local economy

An enjoyable place to live

A safe and health community

Activity

Roads

Footpaths

Levels of Service

The standard of Council's roads meet the needs of our residents

Our roads are accessible for heavy vehicles

We promote safe use of our roads

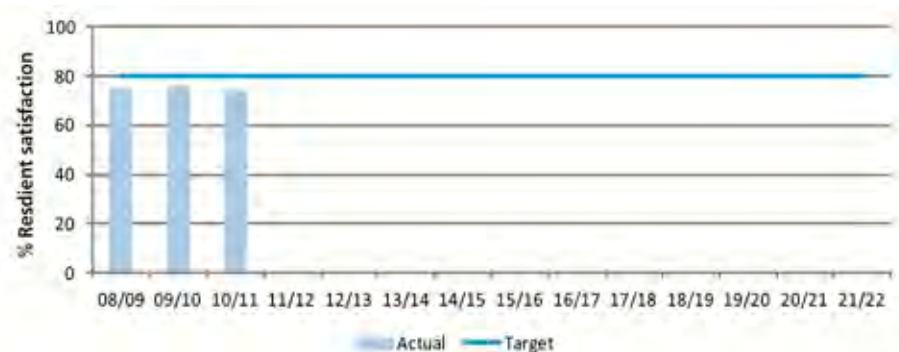
Our roads are smooth, safe and reliable

We have quality, smooth footpaths

The standard of Council's roads meets the needs of our residents

MEASURE 1 of 3: Residents are satisfied with the standard and safety of all Council's roads

TARGET: 80% of residents are satisfied with the standard and safety of Council's roads.



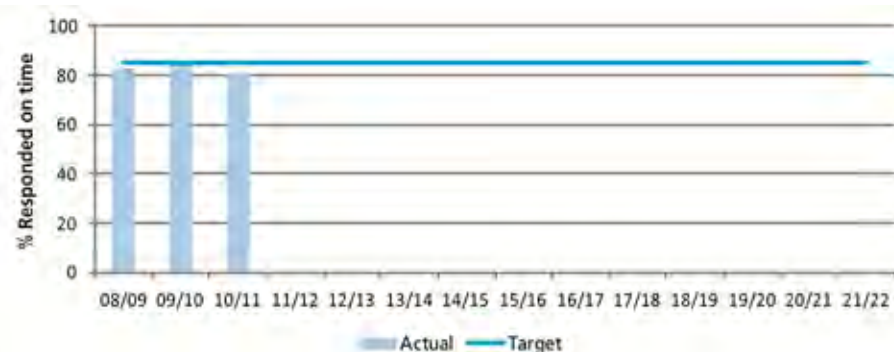
MEASURE 2 of 3: Residents are satisfied with the standard and safety of Council's unsealed roads

TARGET: 60% of residents are satisfied with the standard and safety of unsealed roads, increasing to 65% by 2018/19.



MEASURE 3 of 3: Residents requests that require action from the maintenance contractor are met promptly.

TARGET: At least 85% of customer service requests are completed within the specified contract response times



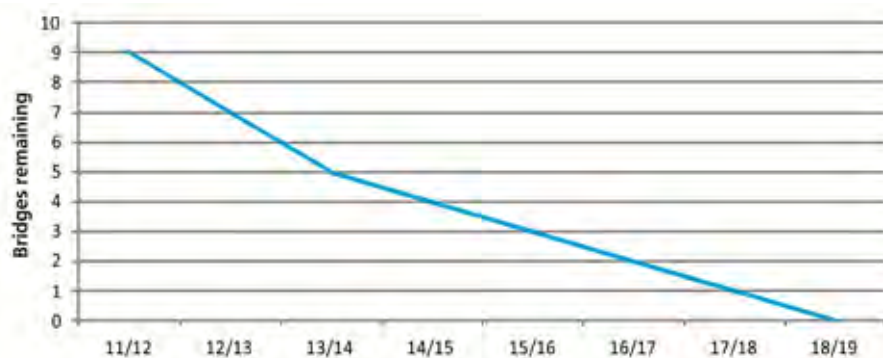
Our roads are accessible for heavy vehicles

MEASURE 1 of 1: The number of weight and speed restricted bridges in Ashburton District reduces – NEW!

TARGET: 2012/13 – 2 bridges are replaced.

2013/14 – 2 bridges are replaced

2014/15-2018/19 – 1 bridge is replaced per year.



We promote safe use of our roads

MEASURE 1 of 1: Road safety education projects are delivered to the community

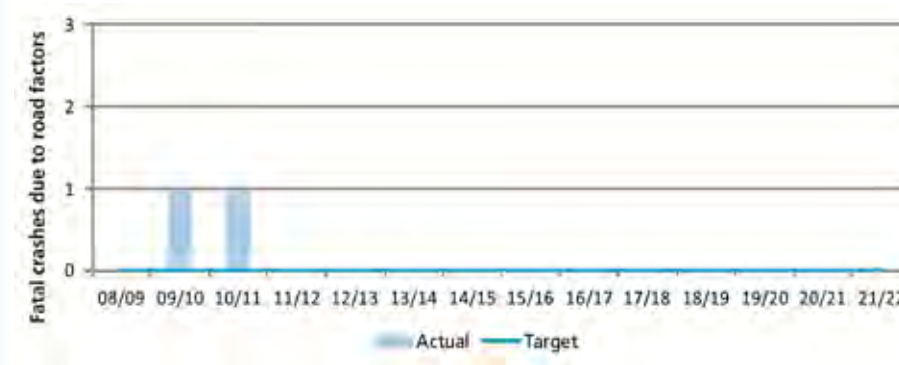
TARGET

4 projects are delivered.

Our roads are safe, smooth and reliable

MEASURE 1 of 3: Number of fatal crashes due to road factors – NEW!

TARGET: No fatal crashes due to road factors



MEASURE 2 of 3: Annual capital renewal projects programme completed or underway by 30th June – NEW!

TARGET: 100% of annual capital renewal projects are completed or underway by 30th June

MEASURE 3 of 3: Vehicle kilometres travelled on sealed roads classified as smooth – NEW!

TARGET: 80% in Ashburton District overall

95% in urban areas

75% in rural areas



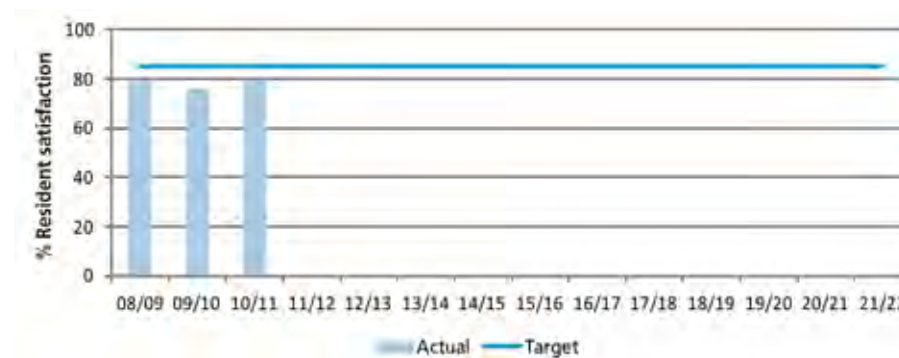
We have quality, smooth footpaths

MEASURE 1 of 2: Area of total footpath resurfaced each year

TARGET: 4% of footpaths in the Ashburton District are resurfaced. ^{- NEW!}

MEASURE 2 of 2: Residents are satisfied with footpaths in Ashburton District

TARGET: 85% of residents are satisfied with footpaths in Ashburton District



Transportation Cost of Service Statements

For the year ended 30 June

1. Operating statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Operating revenue										
6,434	Targeted rates	6,360	6,588	6,759	7,790	8,340	8,612	8,852	9,323	9,907	10,204
5,276	Subsidies	4,947	4,881	5,114	6,047	6,209	6,515	6,589	6,816	7,134	7,401
58	Development and/or financial contributions	54	55	57	59	61	63	65	67	70	72
577	Vested assets	575	596	617	638	661	685	712	742	773	808
780	Other revenue	552	613	516	533	1,016	897	953	1,062	1,172	1,007
13,125	Total revenue	12,488	12,733	13,063	15,067	16,287	16,772	17,171	18,010	19,056	19,492
	Operating expenditure										
10,752	Roading	9,835	10,216	10,672	11,346	11,666	12,216	12,574	13,126	13,695	14,286
925	Footpaths	839	906	817	838	1,329	1,220	1,285	1,407	1,533	1,383
11,677	Total expenditure	10,674	11,122	11,489	12,184	12,995	13,436	13,859	14,533	15,228	15,669
1,448	Net operating surplus/(deficit)	1,814	1,611	1,574	2,883	3,292	3,336	3,312	3,477	3,828	3,823
	Funded by:										
286	General rates	264	283	256	262	411	377	398	434	473	427
(1,734)	Transfers (to)/from reserves	(2,078)	(1,894)	(1,830)	(3,145)	(3,703)	(3,713)	(3,710)	(3,911)	(4,301)	(4,250)
(1,448)	Total funding applied	(1,814)	(1,611)	(1,574)	(2,883)	(3,292)	(3,336)	(3,312)	(3,477)	(3,828)	(3,823)
	Total expenditure includes:										
6,737	Depreciation	6,124	6,350	6,566	6,790	7,034	7,295	7,579	7,898	8,238	8,600

2. Capital and reserves funding statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Capital expenditure										
7,886	Roading	7,765	7,660	7,789	9,350	10,159	10,413	10,668	11,166	11,866	12,153
474	Footpaths	498	489	519	528	550	568	593	614	645	669
8,360	Total capital expenditure	8,263	8,149	8,308	9,878	10,709	10,981	11,261	11,780	12,511	12,822
112	Loan repayments	109	114	117	80	50	50	50	50	50	50
8,472	Capital to be funded	8,372	8,263	8,425	9,958	10,759	11,031	11,311	11,830	12,561	12,872
	Funded by:										
6,737	Depreciation funding	6,124	6,350	6,566	6,790	7,034	7,295	7,579	7,898	8,238	8,600
–	Loans raised	129	–	–	–	–	–	–	–	–	–
1,735	Transfers (to)/from reserves	2,119	1,913	1,859	3,168	3,725	3,736	3,732	3,932	4,323	4,272
8,472	Total funding applied	8,372	8,263	8,425	9,958	10,759	11,031	11,311	11,830	12,561	12,872
	Split of capital expenditure										
–	Capital – due to growth	1,044	827	819	847	1,347	1,218	1,292	1,439	1,697	1,557
1,662	Capital – increase in level of service	784	728	642	737	768	792	819	850	891	925
6,698	Capital – renewals	6,435	6,594	6,847	8,294	8,594	8,971	9,150	9,491	9,923	10,340
8,360	Total capital expenditure	8,263	8,149	8,308	9,878	10,709	10,981	11,261	11,780	12,511	12,822



Drinking Water

The drinking water group of activities contributes to the following community outcomes:

- A thriving and diverse local economy
- Sustainable natural and built environments
- A safe and healthy community

At a Glance — Drinking Water

Council is responsible for 14 drinking water supplies across the Ashburton District which includes:

- Operating and maintaining water supplies
- Monitoring drinking water quality
- Upgrading and extending supplies where necessary

Council operates these supplies in order to provide safe and clean water that promotes a healthy community.

Key Upcoming Projects

- **Mt Somers water supply upgrade** – scheduled for 2012/13 and 2013/14
- **Methven-Springfield water supply upgrade** – scheduled for 2014/15
- **North-east Ashburton reticulation** – proposed construction of drinking water reticulation to service the rural-residential area to the north east of the town in 2017/18
- **Winchmore water scheme** – consultation to determine whether this scheme will transfer to the community

Contribution to Community Outcomes

	Thriving economy	Sustainable environments	Enjoyable place	Safe & healthy	Leadership & community
Drinking Water	✓	✓		✓	

Key Assets

Community	Length of reticulation (metres)	Number of connections
Ashburton	179,046	8150
Methven	32,948	916
Rakaia	14,175	434
Hinds	7,119	115
Mt Somers	8,427	95
Methven / Springfield	22,910	68
Mayfield	4,760	62
Fairton	2,507	67
Chertsey	6,533	68
Hakatere	949	58
Dromore	21,360	36
Montalto	67,790	34
Winchmore	18,100	20
Lake Hood	2,807	140
TOTAL DISTRICT	389,431	10,263

In More Detail

Council has numerous responsibilities relating to the supply of water, including a responsibility under the Health Act 1956 to improve, promote, and protect public health within their districts.

Council operates water schemes to promote the health and safety of the community through the provision of efficient, safe and reliable water supplies. Council owns and operates the water supplies, undertakes regular testing for water quality, repairs faults and carries out upgrades and extensions to existing schemes as and when required.

We operate 14 potable water supply systems, serving approximately 10,000 homes and businesses. These supply water to Ashburton, Methven, Rakaia, Hinds, Lake Hood, Mount Somers, Fairton, Chertsey, Upper Hakatere, Mayfield, Dromore, Winchmore, Methven-Springfield and Montalto. The last two of these schemes also provide water for stock use.

Approximately 1,500 households in the district, mostly in rural areas, get their drinking water from other sources, including private community schemes, private wells, stockwater races or rainwater tanks.

Water Scheme Upgrade Programme

Since 2009 significant capital investment has been made in water supply schemes in the district. This has improved security of supplies, resolved capacity issues, improved water quality and resilience of schemes. The following major works have been undertaken in the last period:

- Water upgrades completed at Rakaia, Fairton, Hakatere and Mayfield
- Two additional deep groundwater bores successfully drilled and commissioned on the Ashburton scheme
- New bore successfully drilled in Tinwald

Significant new capital works are required between 2012 and 2016 to upgrade other supplies to meet the new legislative requirements.

Water Supply Gradings

Community	Compliance with Health Act	Current Grading	Target Grading
Ashburton	1 July 2012	Ub	Ba
Methven	1 July 2014	Ed	Bb
Rakaia	1 July 2014	Ud	Bb
Hinds	1 July 2015	Uu	Bb
Mt Somers	1 July 2015	Uu	Bb
Methven/ Springfield	1 July 2015	Ed	Eb
Mayfield	1 July 2015	Uu	Bb
Fairton	1 July 2015	Uu	Bb
Chertsey	1 July 2015	Uu	Bb
Lake Hood	1 July 2015	Uu	Bb
Hakatere	1 July 2016	Ed	Bb
Dromore	1 July 2016	Uu	Bb
Montalto	1 July 2016	Uu	Eb
Winchmore	1 July 2016	Uu	Bb

More information on what the water supply gradings mean can be found at the Water Information New Zealand website at <http://www.drinkingwater.co.nz/general/grading.asp>

Understanding this table: A two-letter grading is designated to each water scheme. The capital letter represents the grade of the water as it is when leaving the treatment plant while the lower-case letter indicates the quality of the water received in the distribution zone (ie: at the gate):

Source & Plant Grading:		Zone Grading:	
A1	Completely satisfactory, negligible level of risk.	a1	Completely satisfactory, negligible level of risk.
A	Completely satisfactory, extremely low level of risk.	a	Completely satisfactory, extremely low level of risk.
B	Satisfactory – very low level of risk.	b	Satisfactory – very low level of risk.
C	Marginally satisfactory	c	Marginally satisfactory – moderately low level of risk.
D	Unsatisfactory level of risk.	d	Unsatisfactory level of risk.
E	Unacceptable level of risk.	e	Unacceptable level of risk.
U	Ungraded.	u	Ungraded.

Assessment of Water and Sanitary Services

Council is required to undertake an assessment of its water and sanitary services from time to time. This assessment encompasses the drinking water activity.

The latest assessment was undertaken during 2009 and formally adopted by Council on 17 December 2009. The next Assessment of Water & Sanitary Services will not be undertaken until 2014/15; however there are minor variations from the assessment of the drinking water activity that should be noted:-

- Mayfield water scheme has had a new groundwater bore, treatment facility and main pipe installed. Previously water for this scheme was sourced from the Council stockwater system
- Fairton water scheme has also had a new groundwater bore, treatment facility and storage installed
- Mount Somers water supply is programmed for upgrading in 2012/13 & 2013/14.

A full copy of the 2009 Assessment of Water and Sanitary Services is available from Council on request.

Ashburton North-East Reticulation

The north-east boundary of the Ashburton urban area is mostly zoned rural-residential (lifestyle blocks). The properties currently source water independently from wells on each property. The shallow groundwater quality in the area is sometimes not of a high standard.

Council has extended the Ashburton water scheme network to service the Ashburton Business Estate. This could be used to provide reticulated water to the properties between the town boundary and the Business Estate.

Council previously budgeted to construct drinking water reticulation to service this area in 2012/13. While council believes the proposed project will deliver community benefits in terms of improvements to the water supply of the area

and optimising the use of the existing water network, there has been negligible interest in the scheme to date. Council could not justify proceeding with this project at this time.

On this basis, the proposed project has been re-scheduled for construction 2017/18 to enable consultation with affected property owners. The project is budgeted at \$4 million.

Barrhill Village Drinking Water Reticulation

Barrhill residents are planning to install pipes to provide reticulated drinking water for the Barrhill village and some surrounding properties. This will be an extension of the Lyndhurst community water scheme.

While this is not a Council project, Council will take out the loan to fund the project on the community's behalf and will rate for the repayment of the loan. Council will also provide 10% of the funding for the project, as is allowed for in the Revenue and Financing Policy. This contribution will be funded from the general rate.

Strategic Issues and Responses

	Issue	Response
Water supply assessment and grading	<p>Very few of Council's water supplies have an up-to-date grading at present.</p> <p>Having water schemes accurately graded provides the community with information about the quality of our various community water schemes.</p>	<p>Water scheme upgrade works will be initiated where the source and treatment or distribution grade is deemed unacceptable for the community served.</p> <p>Council intends to work with Community and Public Health to undertake more frequent grading of water supplies, particularly following upgrade projects. This will provide better information to the community about the quality of the Council's water schemes.</p>
Regulatory environment	<p>The Health Act requires community water schemes to meet the Drinking Water Standard for New Zealand, or be working toward compliance through an approved Public Health Risk Management Plan. Compliance with the Act has been staged over five years from 1 July 2012 – 2016 depending on the number of people served by the scheme.</p> <p>The drinking water standards compliance criteria are still being reviewed with changes for "rural agricultural supplies" being considered. This could change compliance dates and/ or requirements for supplies that primarily supply stockwater.</p>	<p>Regulations surrounding drinking water quality are expected to drive continuous improvement of water supplies.</p> <p>Council has budgeted for projects over the coming ten years to upgrade drinking water supplies as required by the DWSNZ.</p>
Water use	<p>Many of the district's drinking water schemes come under pressure in summer months due to high water use, leading to pressure issues and occasionally water quality problems.</p>	<p>Council has a leak detection programme designed to ensure water supply networks are as efficient and reliable as possible. Council is investigating the use of off-peak pressure reduction (Ashburton scheme) to further reduce water loss from leakage. Hosing restrictions are used to manage peak demand in summer months when water use thresholds are triggered.</p> <p>Council has no proposals to introduce water metering of residential connections as a demand management tool. Council would consult with communities if the installation of water meters was to be considered in future.</p>

Potential Negative Effects

High extraction	<p>High extraction of water may result in unrecoverable draw down within the aquifers.</p>	<p>Community drinking water is not a significant user of water reserves compared with agricultural takes. Council manages water takes associated with drinking water to ensure consent conditions are met and imposes water restrictions when necessary, typically during the summer months.</p>
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Strategies and Policies that Support this Activity

Strategy / Policy

Drinking Water Standards for New Zealand

National Environmental Standards for Sources of Human Drinking Water

Regional Policy Statement

Natural Resources Regional Plan

Ashburton District Plan

Water Supply bylaw

Canterbury Water Management Strategy Drinking Water Targets

Financial Overview¹⁰

Operating Income



Total Expenditure



¹⁰ Please note these two charts are not directly comparable, as the 'Operating Income' chart does not include capital income, and the 'Total Expenditure' chart includes capital expenditure.

Investing in our Future 2012 - 22

Capital Works Programme

The following table details the annual budget for new capital works over the coming ten years. New capital work refers to the development of new infrastructure, or the upgrading of existing infrastructure, which increases the level of service and/or in the capacity of the asset to service increased demand.

Project	2012/13	2013/14	2014/15	2015/22
	\$000s	\$000s	\$000s	\$000s
Ashburton – north east reticulation	0	0	0	4,256
Hinds – chemical storage upgrade	3	0	0	0
Chertsey – wellhead improvement & treatment upgrade	9	0	21	0
Methven Springfield – water upgrade	0	0	428	0
Montalto – water upgrade	0	0	0	301
Mt Somers – water upgrade	123	157	0	0
Dromore – chemical storage upgrade	0	0	0	3
Lake Hood – chemical storage upgrade	0	0	0	10
Methven – storage upgrade	0	0	0	836
Vested assets (district)	423	249	422	1,057
TOTAL NEW CAPITAL	558	406	871	6,463

Capital Renewals Programme

The following table details the annual budget for capital renewals over the coming ten years. Capital renewals refer to the programmed replacement or upgrade of existing assets. In some cases this may result in an increase in the level of service and/ or in the capacity of the asset to service increased demand.

Project	2012/13	2013/14	2014/15	2015/22
	\$000s	\$000s	\$000s	\$000s
Ashburton – watermain renewals and water meter replacements	680	792	744	5,804
Methven – watermain renewals and water meter replacements	117	95	108	2,005
Rakaia – water meter replacements	3	3	3	6
Fairton – watermain renewal	0	122	0	0
Montalto – watermain renewal	110	0	0	0
Montalto – fish screen replacement			15	
Dromore – water meter replacement	9	0	0	0
TOTAL CAPITAL RENEWALS	919	1,012	870	7,815

Our Service - Drinking Water

Community Outcomes

A thriving and diverse local economy

Sustainable natural and built environments

A safe and health community

Activity

Drinking Water

Levels of Service

Drinking water from Council schemes is safe to drink

Council water schemes are reliable

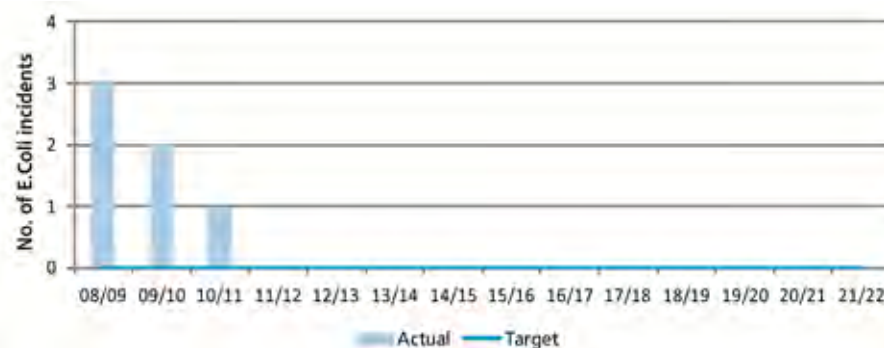
Water supplies are adequate for customers' needs

Water resources are used efficiently and sustainably

Drinking water from Council schemes is safe to drink

MEASURE 1 of 1: Incidents of E.Coli contamination in Council drinking water supplies - NEW!

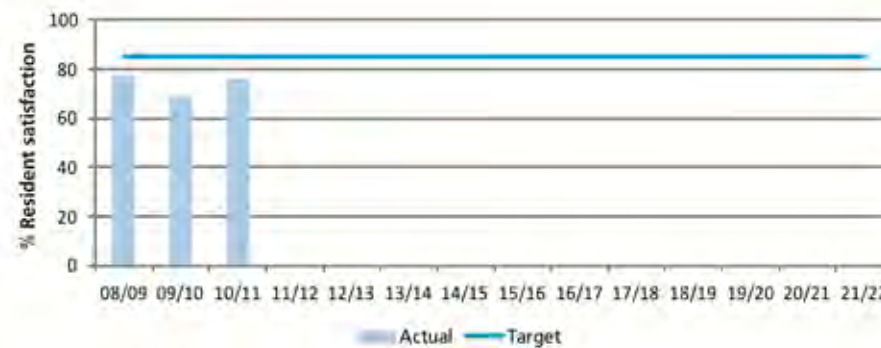
TARGET: No incidents of E.Coli contamination in Council drinking water supplies



Water supplies are adequate for customers needs

MEASURE 1 of 2: Percentage of customers on Ashburton, Methven and Rakaia schemes that are satisfied with the quality of their drinking water

TARGET: 85% of customers on Ashburton Methven and Rakaia schemes are satisfied.



Council water schemes are reliable

MEASURE 1 of 1: The number of watermain leaks per 100km of watermain per year - NEW!

TARGET: 50 leaks or less.



MEASURE 2 of 2: Percentage of customers on other Council schemes that are satisfied with the quality of their drinking water

TARGET: 75% of customers on other Council schemes are satisfied.



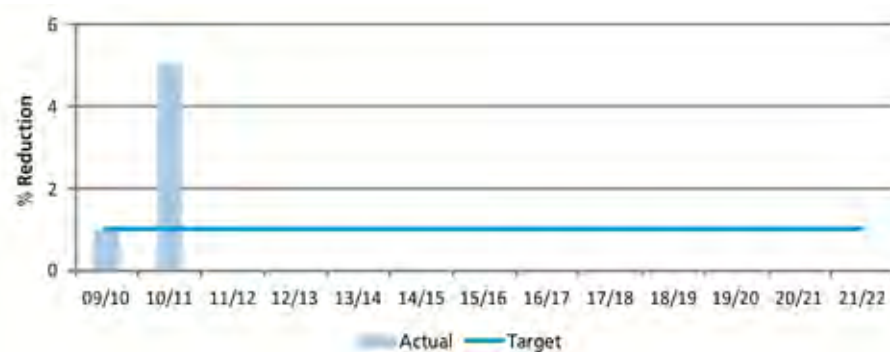
Water resources are used efficiently and sustainably

MEASURE 1 of 2: Compliance with water abstraction thresholds on resource consents.

TARGET: 100% compliance.

MEASURE 2 of 2: Reduction in water consumption per connection

TARGET: At least 1% reduction per year.



Drinking Water Cost of Service Statements

For the year ended 30 June

1. Operating statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Operating revenue										
4,047	Targeted rates	4,139	4,239	4,385	4,594	4,738	4,950	5,202	5,466	5,720	5,874
77	Development and/or financial contributions	76	79	81	84	87	90	94	98	102	106
–	Vested assets	423	249	422	231	157	179	115	120	125	131
57	Other revenue	143	138	144	145	130	133	138	146	153	162
4,181	Total revenue	4,781	4,705	5,032	5,054	5,112	5,352	5,549	5,830	6,100	6,273
	Operating expenditure										
4,169	Drinking water	4,581	4,493	4,640	4,848	4,961	5,217	5,480	5,723	5,917	6,069
4,169	Total expenditure	4,581	4,493	4,640	4,848	4,961	5,217	5,480	5,723	5,917	6,069
12	Net operating surplus/(deficit)	200	212	392	206	151	135	69	107	183	204
	Funded by:										
–	General rates	22	–	–	–	–	–	–	–	–	–
(12)	Transfers (to)/from reserves	(222)	(212)	(392)	(206)	(151)	(135)	(69)	(107)	(183)	(204)
(12)	Total funding applied	(200)	(212)	(392)	(206)	(151)	(135)	(69)	(107)	(183)	(204)
	Total expenditure includes:										
1,137	Depreciation	1,332	1,393	1,450	1,521	1,588	1,650	1,776	1,853	1,934	2,023

2. Capital and reserves funding statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Capital expenditure										
882	Drinking water	1,476	1,417	1,742	1,471	1,191	5,062	2,004	1,140	1,262	2,150
882	Total capital expenditure	1,476	1,417	1,742	1,471	1,191	5,062	2,004	1,140	1,262	2,150
305	Loan repayments	347	352	358	378	413	413	537	574	574	554
1,187	Capital to be funded	1,823	1,769	2,100	1,849	1,604	5,475	2,541	1,714	1,836	2,704
	Funded by:										
1,137	Depreciation funding	1,332	1,393	1,450	1,521	1,588	1,650	1,776	1,853	1,934	2,023
200	Loans raised	316	157	365	190	-	3,100	926	-	-	836
(150)	Transfers (to)/from reserves	175	219	285	138	16	725	(161)	(139)	(98)	(155)
1,187	Total funding applied	1,823	1,769	2,100	1,849	1,604	5,475	2,541	1,714	1,836	2,704
	Split of capital expenditure										
-	Capital – due to growth	423	249	422	231	157	4,227	115	120	125	231
6	Capital – increase in level of service	135	157	448	315	-	208	-	-	-	736
876	Capital – renewals	918	1,011	872	925	1,034	627	1,889	1,020	1,137	1,183
882	Total capital expenditure	1,476	1,417	1,742	1,471	1,191	5,062	2,004	1,140	1,262	2,150



Wastewater

The wastewater group of activities contributes to the following community outcomes:

- A thriving and diverse local economy
- Sustainable natural and built environments
- A safe and healthy community

At a Glance - Wastewater

Council provides three community wastewater schemes in the Ashburton District, which involves:

- Operating and maintaining wastewater schemes, including collection, treatment and disposal of wastewater
- Ensuring the wastewater system is safe and meets community health needs
- Monitoring discharge effluent quality
- Upgrading and extending schemes where required

Council operates wastewater schemes to help protect the health and safety of the community and environment.

Key Upcoming Projects

- Ashburton relief sewer – work to commence 2012/13
- Stormwater infiltration investigations – to commence 2012/13
- Wilkins Road bypass – to be constructed 2020/21 to address capacity issues in lower Tinwald

Contribution to Community Outcomes

	Thriving economy	Sustainable environments	Enjoyable place	Safe & healthy	Leadership & community
Wastewater	✓	✓		✓	

Key Assets

Community	Length of reticulation (metres)	Number of connections
Ashburton	129,044	6839
Methven	15,674	769
Rakaia	14,301	427
TOTAL DISTRICT	159,019	8,035

In More Detail

Council operates wastewater schemes to help protect the health and safety of the community and environment through the provision of reliable and efficient wastewater schemes.

Territorial authorities have statutory responsibilities relating to the provision of wastewater services and have a duty under the Health Act to improve, promote, and protect public health within their districts.

Ashburton District has three community wastewater schemes servicing approximately 9,050 homes and businesses. These schemes service the Ashburton, Methven and Rakaia towns.

Council operates the wastewater schemes, clears network blockages, repairs faults, monitors discharge effluent quality, and carries out upgrades and extensions to existing schemes as and when required.

Approximately 3,000 households in the district dispose of their wastewater by other means, typically through single property septic tank systems.

Wastewater Scheme Upgrade Programme

In recent years significant capital investment has been made in wastewater schemes in the district. This has improved the integrity of the wastewater pipeline network (both reducing groundwater infiltration and pipeline leakage), resolved capacity issues and improved treatment and discharge quality.

All three wastewater schemes now discharge treated effluent to land, improving the water quality in our rivers and waterways. The upgrade of the Ashburton wastewater scheme, in particular, has resulted in improved collection, treatment and discharge of wastewater. The construction of the Ocean Farm treatment and disposal facility and the upgrade of the Wilkins Road facility were completed in 2009 and caters for the needs of Ashburton in ways that minimise any impact on the environment.

Assessment of Water and Sanitary Services

Council is required to undertake an assessment of its water and sanitary services from time to time. This assessment encompasses the wastewater activity.

The latest assessment was undertaken during 2009 and formally adopted by Council on 17 December 2009. The next assessment of water and sanitary services will not be undertaken until 2014/15, however there are minor variations from the assessment of the wastewater activity that should be noted:

- Specific projects have been programmed to investigate and address groundwater infiltration and stormwater inflow issues over the 10 year period of this plan.

A full copy of the 2009 Assessment of Water and Sanitary Services is available from Council on request.

Strategic Issues and Responses

	Issue	Response
Groundwater infiltration and stormwater inflow	<p>The Ashburton and Methven wastewater networks have high groundwater infiltration and stormwater inflow during rain events, resulting in occasional overflows from the wastewater network onto roadways and properties. These incidents are a potential health hazard.</p> <p>Infiltration and inflow also causes capacity issues that may reduce the ability of wastewater reticulation networks to cater for future growth.</p>	<p>Council has undertaken some assessments of the effects of infiltration on the wastewater network and identified some appropriate responses to improve the ability of the wastewater network to function effectively during rainfall events.</p> <ul style="list-style-type: none"> On-property inspections will be undertaken during 2012 to identify stormwater discharges (inflow) entering the wastewater system and action taken to eliminate these. Groundwater infiltration problems in Ashburton and Methven will progressively reduce as wastewater pipelines are replaced. <p>Council is proposing to budget \$80,000 in 2012/13 for additional flow monitoring work, and \$75,000 in each of the years 2013/14 to 2016/17 for infiltration and inflow investigation work.</p>
Regulatory environment	<p>Environment Canterbury's Natural Resources Regional Plan (NRRP) became fully operative in June 2011. The plan will be a key influencing driver for the wastewater activity. Its provisions may result in additional compliance requirements and costs. Environment Canterbury advises that policies in the plan will be updated to reflect community-driven priorities developed by zone committees under the Canterbury Water Management Strategy. This will result in a new Land and Water Regional Plan to support the NRRP.</p>	<p>Council will continue to work with Environment Canterbury and the Ashburton Zone Water Management Committee to assist in identifying our community's priorities.</p> <p>Any initiatives identified, and agreed to by Council, that impact on the wastewater activity will be presented to the community in future Annual Plan/ Long Term plan processes.</p>
Wastewater servicing for other areas	<p>Ashburton District has several villages currently without a reticulated wastewater system. Residents in these villages must dispose of wastewater through septic tank systems or alternative organic treatment and disposal systems.</p> <p>As these communities grow demand for a reticulated system in some villages is likely to increase.</p>	<p>Council has previously consulted with village communities to identify any demand for new wastewater schemes to be established. Consultation has generally indicated no clear mandate for new schemes to be developed. Council will continue to work with these communities as demand and technologies changes to ensure appropriate environmental health outcomes are promoted.</p>

Potential Negative Effects

Contamination	<p>Effluent discharges can contaminate the environment.</p>	<p>Council has invested in upgraded treatment facilities for its three wastewater schemes and all treated effluent is now discharged to land.</p> <p>Council is continuing to upgrade its wastewater collection (pipe) network to ensure unintended discharges are minimised or eliminated.</p>
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Strategies and Policies that Support this Activity

Strategy / Policy

Wastewater bylaw

Tradewaste bylaw

Regional Policy Statement

Natural Resources Regional Plan

Ashburton District Plan

Canterbury Water Management Strategy

Financial Overview¹¹

Operating Income



Total Expenditure



¹¹ Please note these two charts are not directly comparable, as the 'Operating Income' chart does not include capital income, and the 'Total Expenditure' chart includes capital expenditure.

Investing in our Future 2012 - 22

Capital Works Programme

The following table details the annual budget for new capital works over the coming ten years. New capital work refers to the development of new infrastructure, or the upgrading of existing infrastructure, which increases the level of service provided and/or in the capacity of the asset to service increased demand.

Activity	2012/13	2013/14	2014/15	2015/22
	\$000s	\$000s	\$000s	\$000s
Ashburton – Relief Sewer Upgrade	1,713	1,785	0	0
Ashburton – Maturation pond erosion protection	0	165	0	0
Ashburton – Wilkins Road bypass pipeline	0	0	0	999
Vested assets	1135	642	574	1,817
TOTAL NEW CAPITAL	2,848	2,592	574	2,816

Capital Renewal Programme

The following table details the annual budget for capital renewals over the coming ten years. Capital renewals refer to the programmed replacement of existing assets. In some cases this may result in an increase in the level of service and/or in the capacity of the asset to service increased demand.

Description	2012/13	2013/14	2014/15	2015/22
	\$000s	\$000s	\$000s	\$000s
Methven – sewer main renewals & CCTV investigation	192	174	220	1,707
Rakaia – primary clarifier weirs replacement	11	0	0	0
Ocean Farm pasture renewals	48	57	0	0
TOTAL CAPITAL RENEWALS	1,157	767	2,276	7,348

Our Service - Wastewater

Community Outcomes

A thriving and diverse local economy

Sustainable natural and built environments

A safe and health community

Activity

Wastewater

Levels of Service

Wastewater schemes are managed without risk to public health

Wastewater schemes are appropriate for customers' needs

Wastewater schemes are reliable

The environment is not adversely affected by wastewater disposal

Wastewater schemes are managed without risk to public health

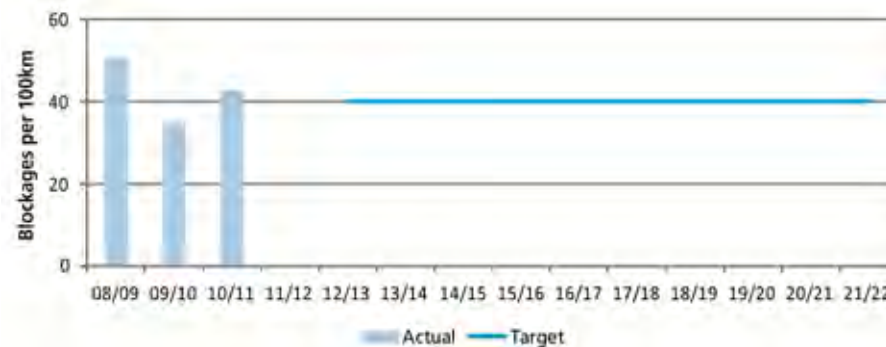
MEASURE 1 of 1: Number of wastewater overflows onto private property per 1000 properties.

TARGET: Less than 1 overflow incident per 1000 properties.

**Wastewater schemes are reliable**

MEASURE 1 of 1: Number of blockages per 100 kilometres of sewer mains per year

TARGET: 40 or less blockages per year.

**Wastewater schemes are appropriate for customers' needs**

MEASURE 1 of 1: Customers are satisfied with the quality of wastewater services provided by Council.

TARGET: 85% of customers are satisfied.

**The environment is not adversely affected by wastewater disposal**

MEASURE 1 of 1: Council complies with the discharge conditions of wastewater resource consents – NEW!

TARGET: No significant non-compliances are reported by Environment Canterbury.

Wastewater Cost of Service Statements

For the year ended 30 June

1. Operating statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Operating revenue										
3,716	Targeted rates	3,931	4,026	4,267	4,268	4,364	4,435	4,630	4,672	4,749	4,900
163	Development and/or financial contributions	179	186	192	199	206	214	222	231	241	252
–	Vested assets	1,135	642	574	481	287	336	167	174	182	190
398	Other revenue	372	350	384	388	423	458	490	523	556	553
4,277	Total revenue	5,617	5,204	5,417	5,336	5,280	5,443	5,509	5,600	5,728	5,895
	Operating expenditure										
4,106	Wastewater	4,082	4,283	4,509	4,643	4,767	4,911	5,023	5,169	5,305	5,524
4,106	Total expenditure	4,082	4,283	4,509	4,643	4,767	4,911	5,023	5,169	5,305	5,524
171	Net operating surplus/(deficit)	1,535	921	908	693	513	532	486	431	423	371
	Funded by:										
–	General rates	–	–	–	–	–	–	–	–	–	–
(171)	Transfers (to)/from reserves	(1,535)	(921)	(908)	(693)	(513)	(532)	(486)	(431)	(423)	(371)
(171)	Total funding applied	(1,535)	(921)	(908)	(693)	(513)	(532)	(486)	(431)	(423)	(371)
	Total expenditure includes:										
1,163	Depreciation	1,351	1,449	1,542	1,606	1,674	1,742	1,817	1,893	1,982	2,086

2. Capital and reserves funding statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Capital expenditure										
1,201	Wastewater	4,005	3,359	2,850	1,400	1,202	1,372	1,266	1,263	2,373	1,287
1,201	Total capital expenditure	4,005	3,359	2,850	1,400	1,202	1,372	1,266	1,263	2,373	1,287
268	Loan repayments	287	311	360	388	389	390	391	392	393	30
1,469	Capital to be funded	4,292	3,670	3,210	1,788	1,591	1,762	1,657	1,655	2,766	1,317
	Funded by:										
1,163	Depreciation funding	1,351	1,449	1,542	1,606	1,674	1,742	1,817	1,893	1,982	2,086
108	Loans raised	567	1,202	688	-	-	-	-	-	-	-
198	Transfers (to)/from reserves	2,374	1,019	980	182	(83)	20	(160)	(238)	784	(769)
1,469	Total funding applied	4,292	3,670	3,210	1,788	1,591	1,762	1,657	1,655	2,766	1,317
	Split of capital expenditure										
27	Capital – due to growth	1,563	1,089	574	481	287	336	167	174	291	190
82	Capital – increase in level of service	1,285	1,504	-	-	-	-	-	-	890	-
1,092	Capital – renewals	1,157	766	2,276	919	915	1,036	1,099	1,089	1,192	1,097
1,201	Total capital expenditure	4,005	3,359	2,850	1,400	1,202	1,372	1,266	1,263	2,373	1,287



Stormwater

The stormwater group of activities contributes to the following community outcomes:

- A thriving and diverse local economy
- Sustainable natural and built environments
- A safe and healthy community

At a Glance - Stormwater

Council provides urban stormwater collection and disposal networks in the district including:

- An extensive piped system in Ashburton
- A limited piped network in Methven
- Two piped drains in Rakaia

Providing a stormwater network protects properties and the environment from the effects of flooding, and ensures that roads and footpaths remain accessible.

Key Upcoming Projects

Ashburton Urban Stormwater Strategy - projects to be identified once the investigations are complete, from June 2012.

Contribution to Community Outcomes

	Thriving economy	Sustainable environments	Enjoyable place	Safe & healthy	Leadership & community
Stormwater	✓	✓		✓	

Key Assets

Community	Length of reticulation (metres)
Ashburton	22,515
Methven	2,617
Rakaia	1,184
TOTAL DISTRICT	26,316

In More Detail

Council provides urban stormwater collection and disposal networks to ensure property and the environment are protected and roads and footpaths continue to be accessible during rain events.

With the stormwater network being highly integrated with the roading network Council is the logical provider of these services.

Ashburton District has one significant piped stormwater system servicing the Ashburton urban area. A limited piped stormwater network services Methven and Rakaia has two piped stormwater drains. These largely provide drainage for roadways. Other villages have kerb and channel to capture water run-off from streets but no reticulated stormwater systems.

Water Run-off from Homes and Businesses: Ashburton is the only system where stormwater from homes and business premises may be discharged to the kerb and channel, and from there into the stormwater system.

Due to the limited stormwater systems available in other towns, stormwater is not permitted to be discharged from homes and business premises to the kerb and channel; and must be disposed of on-site.

Ashburton Urban Stormwater Strategy

Council has developed the Ashburton Urban Stormwater Strategy (AUSS) to identify how Council can best provide an efficient stormwater system that meets residents needs and enables sustainable stormwater management in the Ashburton for the next 25 years.

Council has budgeted approximately \$700,000 over the last three years for investigative works. The outputs from the investigative works include (but are not limited to):

- Improved understanding of the Ashburton stormwater catchment including Mill Creek and the impact of critical storm events
- Identification of policy changes to encourage/ enforce sustainable stormwater solutions and development of best practice solutions for use by developers

- Identification of best treatment solutions for existing discharge points to enable compliance with existing and future legislation
- Identification of solutions to alleviate flood hazards and development of work programmes for network extension
- Development of an Integrated Catchment Management Plan (ICMP)

The project experienced delays during the network survey and data collections phases and this has impacted on the development of work programmes for the Long Term Plan. Indicative budgets are shown from 2015/16 (Year 4) and will be refined as the programme of works is developed.

Regulatory Environment

Environment Canterbury's Natural Resources Regional Plan (NRRP) became operative in June 2011. This plan will be a key influencing driver for the stormwater activity, as its provisions impose increased environmental requirements for stormwater discharges.

All new discharges to ground or waterways now require resource consent. Council does not hold any consents permitting discharge of stormwater, relying on untested "existing use" rights. The requirements could potentially have a major impact on the stormwater activity.

Assessment of Water and Sanitary Services

Council is required to undertake an assessment of its water and sanitary services from time to time. This assessment encompasses the stormwater activity.

The latest assessment was undertaken during 2009 and formally adopted by Council on 17 December 2009. The next Assessment of Water & Sanitary Services will not be undertaken until 2014/15, however there are minor variations from the assessment of the stormwater activity that should be noted:

- Council is implementing the works identified under the Ashburton Urban Stormwater Strategy (AUSS).

- A key milestone of the AUSS includes the development of a computer model of the Ashburton stormwater network which is nearing completion
- Work on a Integrated Catchment Management Plan is to be completed by 30 June 2012

A full copy of the 2009 Assessment of Water and Sanitary Services is available from Council on request.

Strategic Issues and Responses

	Issue	Response
Urban development	Development of industrial, commercial and residential land is creating additional demands on the stormwater services provided by Council.	Council has developed the Ashburton Urban Stormwater Strategy. The strategy will set an approach for sustainable stormwater management in the Ashburton for the next 25 years. There are opportunities to improve environmental outcomes for stormwater through planning, management of development, and the use of alternative forms of stormwater treatment and disposal. Key locations where future stormwater development will need to be focussed are Ashburton, Methven, and Rakaia.
Regulatory environment	Increasing environmental standards in relation to stormwater quality and treatment, including the requirements of Environment Canterbury's Natural Resources Regional Plan (NRRP) are impacting on service delivery. The NRRP provisions impose increased regulatory environment for stormwater discharges. All new discharges to ground or waterways now require resource consents.	Council does not hold any consents permitting discharge of stormwater, relying instead on untested "existing use" rights. Council intends to monitor technology used by other councils to identify the most effective and reliable products available.
Potential Negative Effects		
Contamination from stormwater discharge	Urban stormwater discharges can contaminate the environment.	Council ensures all resource consent conditions are met. The development of better methods of sustainably disposing of stormwater is an outcome from the Ashburton Urban Stormwater Strategy.

Strategies and Policies that Support this Activity

Strategy / Policy

Regional Policy Statement

Natural Resources Regional Plan

Regional Coastal Plan

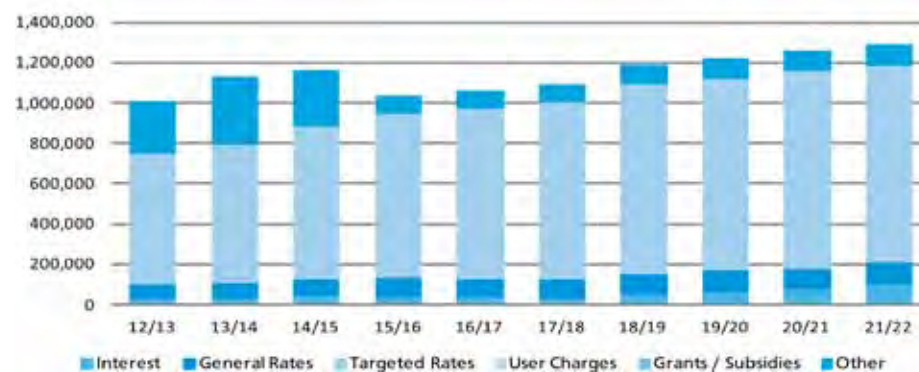
Transitional Regional Plan 1991

Ashburton District Plan

Canterbury Water Management Strategy

Financial Overview¹²

Operating Income



Total Expenditure



¹² Please note these two charts are not directly comparable, as the 'Operating Income' chart does not include capital income, and the 'Total Expenditure' chart includes capital expenditure.

Investing in our Future 2012 - 22

Capital Works Programme

The following table details the annual budget for new capital works over the coming ten years. New capital work refers to the development of new infrastructure, or the upgrading of existing infrastructure, which increases of the level of service provided and/or in the capacity of the asset to service increased demand.

Project	2012/13	2013/14	2014/15	2015/22
	\$000s	\$000s	\$000s	\$000s
Ashburton – projects arising from Ashburton Urban Stormwater Strategy work	0	0	0	1,329
Ashburton – Mill Creek bank stabilisation	499	518	535	0
Vested assets	250	326	268	567
TOTAL CAPITAL WORKS	749	844	803	1,896

Capital Renewal Programme

There are no capital renewal projects planned for the 2012–22 period for the stormwater activity.

Our Service - Stormwater

Community Outcomes

A thriving and diverse local economy

Sustainable natural and built environments

A safe and health community

Activity

Stormwater

Levels of Service

Stormwater networks are adequate for customers' needs

Urban private property is protected from the adverse effects of stormwater flooding

The environment is not adversely affected by stormwater disposal

Stormwater networks are adequate for customers' needs

MEASURE 1 of 1: Percentage of customers that are satisfied with the stormwater service.

TARGET: 85% of customers are satisfied.



Private property is protected from the adverse effects of stormwater flooding

MEASURE 1 of 1: The number of incidents of private property damage caused by Council stormwater system failure^{- NEW!}

TARGET: No incidents caused by Council stormwater system failure.



The environment is not adversely affected by stormwater disposal

MEASURE 1 of 1: Council complies with the discharge conditions of stormwater resource consents.

TARGET: No significant non-compliances are reported by Environment Canterbury



Stormwater Cost of Service Statements

For the year ended 30 June

1. Operating statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Operating revenue										
591	Targeted rates	644	682	750	817	844	876	943	951	974	971
—	Vested assets	250	327	268	72	75	77	80	84	87	91
20	Other revenue	42	46	59	54	49	46	63	80	90	121
611	Total revenue	936	1,055	1,077	943	968	999	1,086	1,115	1,151	1,183
	Operating expenditure										
854	Stormwater	740	787	856	905	931	964	1,057	1,085	1,121	1,150
854	Total expenditure	740	787	856	905	931	964	1,057	1,085	1,121	1,150
(243)	Net operating surplus/(deficit)	196	268	221	38	37	35	29	30	30	33
	Funded by:										
66	General rates	72	76	83	91	94	97	105	106	108	108
177	Transfers (to)/from reserves	(268)	(344)	(304)	(129)	(131)	(132)	(134)	(136)	(138)	(141)
243	Total funding applied	(196)	(268)	(221)	(38)	(37)	(35)	(29)	(30)	(30)	(33)
	Total expenditure includes:										
213	Depreciation	284	310	338	366	388	411	436	456	478	501

2. Capital and reserves funding statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Capital expenditure										
728	Stormwater	749	845	803	499	517	536	80	84	87	91
728	Total capital expenditure	749	845	803	499	517	536	80	84	87	91
61	Loan repayments	80	88	109	130	130	130	130	130	130	130
789	Capital to be funded	829	933	912	629	647	666	210	214	217	221
	Funded by:										
213	Depreciation funding	284	310	338	366	388	411	436	456	478	501
748	Loans raised	-	518	535	-	-	-	-	-	-	-
(172)	Transfers (to)/from reserves	545	105	39	263	259	255	(226)	(242)	(261)	(280)
789	Total funding applied	829	933	912	629	647	666	210	214	217	221
	Split of capital expenditure										
-	Capital – due to growth	500	327	268	72	75	77	80	84	87	91
728	Capital – increase in level of service	249	518	535	427	442	459	-	-	-	-
-	Capital – renewals	-	-	-	-	-	-	-	-	-	-
728	Total capital expenditure	749	845	803	499	517	536	80	84	87	91



Refuse and Recycling

Solid Waste Management • Solid Waste Collection

The refuse and recycling group of activities contributes to the following community outcomes:

- A thriving and diverse local economy
- Sustainable natural and built environments
- An enjoyable place to live
- A safe and healthy community

At a Glance - Refuse & Recycling

Council provides waste collection and management services which includes:

- kerbside collection of refuse and recycling
- resource recovery parks to process refuse and recyclable materials
- community recycling drop off facilities

These services keep residents and our environments safe from the effects of harmful waste.

Council promotes sustainability in our community by encouraging recycling and waste minimisation, and has developed a strategy for Waste Management and Minimisation.

Key Upcoming Projects

- Review of kerbside collection service in 2012/13
- Assessment of options for household organics waste collection in 2012/13
- Weighbridge relocation – Ashburton Resource Recovery Park in 2012/13. Cost of \$170,000.
- New waste compactor – Ashburton Resource Recovery Park in 2016/17. Cost of \$180,000
- Working with local construction firms to establish a facility to process construction waste material

Contribution to Community Outcomes

	Thriving economy	Sustainable environments	Enjoyable place	Safe & healthy	Leadership & community
Refuse & Recycling	✓	✓	✓	✓	

Key Facilities

Facility	Number
Community Recycling Drop-off Facilities	5
CBD Recycling Stations	1
Resource Recovery Parks	2

In More Detail

Council provides the following services under the Refuse and Recycling activity:

	Ashburton	Methven	Rakaia	Hinds	Mt Somers	Mayfield	Rural
Kerbside refuse collection	✓	✓	✓	✓	✓	✓	
Kerbside recycling collection	✓	✓	✓	✓	✓	✓	
Kerbside organics collection			✓				
Litter bin collection	✓	✓	✓		✓	✓	✓ ¹³
Resource Recovery Parks	✓		✓				
Community recycling drop-off facilities		✓		✓	✓	✓	✓ ¹⁴
CBD recycling stations		✓					
Greenwaste and inorganic materials drop off facility		✓					
Hazardous waste drop off facility	✓						

Council also provides waste minimisation education through a contract carried out on behalf of Council.

Waste Management and Waste Minimisation Plan

Council adopted its Waste Management and Waste Minimisation Plan (WMMP) in December 2011. The Plan captures Council's goals for managing and minimising waste in the district over the next six years.

A list of actions has been identified in the plan to address specific issues facing the district. Projects to be undertaken include:

- Working with local construction firms to establish a facility to process construction materials
- Review of kerbside collection service in 2012/13
- Cost assessment of options for household organics waste collection in 2012/13
- Improving data collection on the waste received and recycled at the resource recovery parks

There are no significant variations between information included in the WMMP and that included in this Long Term Plan.

Assessment of Water and Sanitary Services

Council is required to undertake an assessment of its water and sanitary services from time to time. This assessment encompasses the solid waste management activity.

The latest assessment was undertaken during 2009 and formally adopted by Council on 17 December 2009. There are no significant variations between the information contained in this plan and that provided in the assessment.

A full copy of the 2009 Assessment of Water and Sanitary Services is available from Council on request.

¹³ Rural litter bin collection includes South Rakaia Huts

¹⁴ Rural community recycling drop off facilities include Willowby, Hakatere Huts, Rangitata Huts, Pendarves, and Staveley

Strategic Issues and Responses

	Issue	Response
Managing waste	The district's unrecoverable solid waste is transported to the Canterbury regional landfill, at Kate Valley in Hurunui District. Council considers the regional landfill provides the most environmentally responsible means of disposing of residual waste. However, the costs associated with transporting and disposal is high, and we need to reduce the amount of residual waste transported.	Council has developed a Waste Management and Waste Minimisation Plan (WMMP). The WMMP communicates Council's vision and long term goals for managing and minimising waste in the district over the coming six years. The Plan reflects council's commitment to waste management and waste minimisation. The WMMP lists actions identified to address specific waste issues facing the district. The recommendations in the WMMP will be implemented subject to: <ul style="list-style-type: none"> • Affordability for the community • Cost effectiveness • Council approval • Council Annual Plan/Long Term Plan process • Community consultation
Construction and demolition materials	Construction and demolition (C&D) material, if sorted, can be recovered for resale or further processed to produce a marketable product. However a large percentage of C&D material is unsorted and is disposed of straight to landfill. Currently the district has no facility available for the temporary storage of construction and demolition waste to allow for sorting and processing of materials prior to disposal. We could reduce the amount of C&D material going to landfill if a suitable facility is available for the processing of C&D materials.	Council is working with the firms in the construction industry to establish a facility for the temporary storage and sorting of construction and demolition waste. Council will provide a site and obtain the necessary resource consents. Local construction firms will operate the facility. Having this facility available in the district will reduce the amount of construction and demolition material going to landfill. As part of the overall approach Council will also increase enforcement regarding illegal dumping of C & D materials. This will provide further incentive for local firms to use the C & D sorting and recycling facility.
Potential Negative Effects		
Environmental impact of disposal	Disposal of waste has the potential to cause negative environmental effects if not managed appropriately.	All residual waste from Council kerbside collections and waste received at resource recovery parks is disposed of at the Kate Valley regional landfill where appropriate environmental protection measures are imposed. Council has a waste management and waste minimisation plan that looks to minimise residual waste through education, recycling, recovery and reuse.

Strategies and Policies that Support this Activity

Strategy / Policy

Government's Sustainable Development Action Plan

New Zealand Waste Strategy 2010

National Energy, Efficiency, Conservation Strategy 2001

Regional Policy Statement

Natural Resources Regional Plan

Waste Management and Waste Minimisation Plan

Ashburton District Plan

Ashburton Development Plan (July 2005)

Financial Overview¹⁵

Operating Income



Total Expenditure



¹⁵ Please note these two charts are not directly comparable, as the 'Operating Income' chart does not include capital income, and the 'Total Expenditure' chart includes capital expenditure.

Investing in our Future 2012 - 22

Capital Works Programme

The following table details the annual budget for new capital works over the coming ten years. New capital work refers to the development of new infrastructure which results in an increase of the level of service and/ or in the capacity of the asset to service increased demand.

Project	2012/13	2013/14	2014/15	2015-22
	\$000s	\$000s	\$000s	\$000s
Rubbish bin – Ashburton	1	-	-	-
Ashburton Resource Recovery Park	10	-	-	294
Methven Greenwaste and Inorganic materials Drop-Off Facility and Landfill	32	33	34	-
Rakaia Resource Recovery Park Recyclable Resources Drop Off Facilities	18	-	20	-
Recycling	42	28	4	-
TOTAL NEW CAPITAL	103	61	58	294

Capital Renewal Programme

The following table details the annual budget for capital renewals over the coming ten years. Capital renewals refer to the programmed replacement or upgrade of existing assets.

Project	2012/13	2013/14	2014/15	2015-22
	\$000s	\$000s	\$000s	\$000s
Ashburton Resource Recovery Park	170	-	-	122
Rakaia Resource Recovery Park Recyclable Resources Drop Off Facilities	-	5	-	-
Collections	15	12	13	75
TOTAL CAPITAL RENEWALS	185	17	13	197

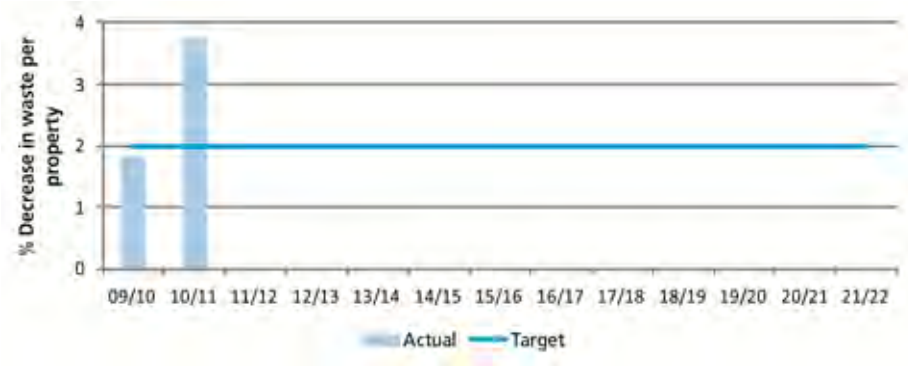
Our Service - Refuse and Recycling



Protect the community and environment from the effects of harmful waste and promote waste minimisation

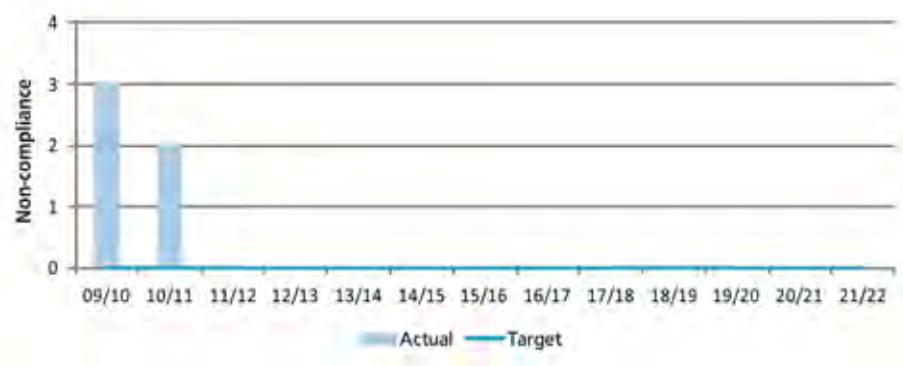
MEASURE 1 of 3: Reduce the volume of waste per rateable property being disposed of to landfill.

TARGET: Decrease by 2% per year.



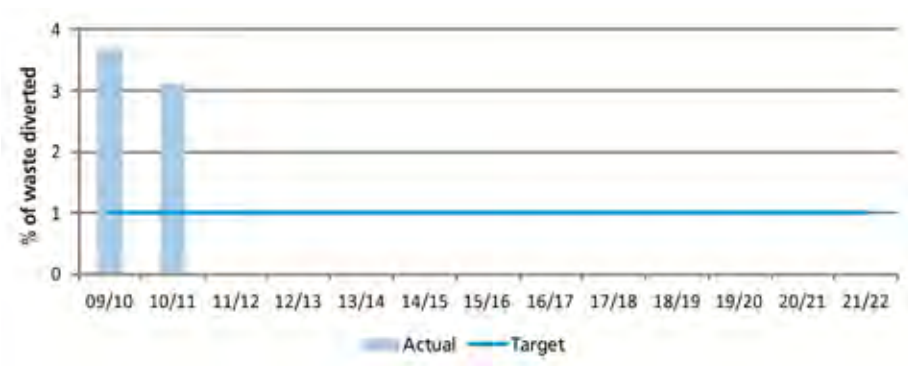
MEASURE 3 of 3: Compliance with resource consent conditions relating to closed landfills and resource recovery park operations

TARGET: No significant non-compliances reported by Environment Canterbury



MEASURE 2 of 3: Increase the percentage of recyclable or reusable material diverted from the waste stream

TARGET: Increase of 1% per year.

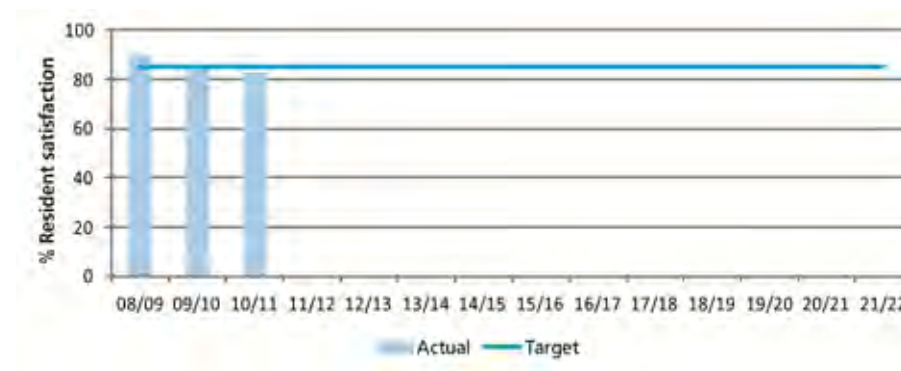




Kerbside collection service meets customers' needs

MEASURE 1 of 2: Residents receiving kerbside refuse collection are satisfied with the service.

TARGET: 85% of customers are satisfied.



MEASURE 2 of 2: Residents receiving kerbside recycling collection are satisfied with the service.

TARGET: 85% of customers are satisfied



Refuse and Recycling Cost of Service Statements

For the year ended 30 June

1. Operating statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Operating revenue										
380	Targeted rates	456	527	595	636	658	715	744	804	826	877
128	Development and/or financial contributions	102	105	109	112	116	120	124	128	133	138
2,343	Other revenue	2,219	2,319	2,425	2,540	2,663	2,796	2,934	3,076	3,186	3,297
2,851	Total revenue	2,777	2,951	3,129	3,288	3,437	3,631	3,802	4,008	4,145	4,312
	Operating expenditure										
3,783	Refuse and recycling	3,738	3,848	4,101	4,308	4,510	4,780	5,005	5,309	5,537	5,763
3,783	Total expenditure	3,738	3,848	4,101	4,308	4,510	4,780	5,005	5,309	5,537	5,763
(932)	Net operating surplus/(deficit)	(961)	(897)	(972)	(1,020)	(1,073)	(1,149)	(1,203)	(1,301)	(1,392)	(1,451)
	Funded by:										
1,005	General rates	1,006	956	1,023	1,022	1,214	1,151	1,206	1,304	1,393	1,455
(73)	Transfers (to)/from reserves	(45)	(59)	(51)	(2)	(141)	(2)	(3)	(3)	(1)	(4)
932	Total funding applied	961	897	972	1,020	1,073	1,149	1,203	1,301	1,392	1,451
	Total expenditure includes:										
98	Depreciation	103	107	111	114	119	123	128	133	139	144

2. Capital and reserves funding statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Capital expenditure										
253	Refuse and recycling	289	78	72	187	215	12	11	12	10	44
253	Total capital expenditure	289	78	72	187	215	12	11	12	10	44
–	Loan repayments	8	14	14	14	14	14	14	14	14	14
253	Capital to be funded	297	92	86	201	229	26	25	26	24	58
	Funded by:										
98	Depreciation funding	103	107	111	114	119	123	128	133	139	144
201	Loans raised	159	-	-	-	-	-	-	-	-	-
(46)	Transfers (to)/from reserves	35	(15)	(25)	87	110	(97)	(103)	(107)	(115)	(86)
253	Total funding applied	297	92	86	201	229	26	25	26	24	58
	Split of capital expenditure										
–	Capital – due to growth	4	4	4	55	-	-	-	-	-	-
240	Capital – increase in level of service	100	57	54	-	207	-	-	-	-	32
13	Capital – renewals	185	17	14	132	8	12	11	12	10	12
253	Total capital expenditure	289	78	72	187	215	12	11	12	10	44



Recreation and Leisure group of activities

Recreation Facilities and Services • Arts, Culture and Heritage • Library

The community recreation and leisure group of activities contributes primarily to the following community outcomes:

- An enjoyable place to live
- A safe and healthy community

At a Glance - Recreation & Leisure

Council provides or supports a number of recreation and leisure opportunities for our community. These include:

- Ashburton Community Pool
- Ashburton Museum
- Ashburton Art Gallery
- Ashburton Trust Event Centre
- Ashburton District Library

Having these opportunities available encourages an active, social and vibrant community and makes our district a more enjoyable and interesting place to live and visit.

Key Upcoming Projects

- **Riverside Sport and Leisure Centre** – aquatic and indoor sports stadium, scheduled for completion in 2014/2015.
- **Ashburton Art Gallery and Heritage Centre** – a new combined art gallery, museum and archives facility, opening 2013.

Contribution to Community Outcomes

	Thriving economy	Sustainable environments	Enjoyable place	Safe & healthy	Leadership & community
Recreation Facilities & Services			✓	✓	
Arts, Culture & Heritage			✓		
Library			✓		

Key Assets

Activity	Description	Number
Library	Books	95,172
	Magazines	3,307
	Audio-visual items	1,763
	Current newspapers	2,000
	Microfilms of archived newspapers	561
	Microfilm readers/printers	2
Council Art Collection	Paintings	98
	Pottery and Ceramics	83
	Other	37

In More Detail

Recreation Facilities and Services

Recreational facilities and services enhance the health and quality of life of the residents of the district, contribute to the district being a better place to live and can assist in attracting new residents.

Ashburton District has a wide range of quality recreation facilities, some that are owned and operated by Council and others that receive or have received Council funding.

Swimming Facilities: Council provides annual operational grant funding to:

- Ashburton Community Pool
- Tinwald Domain Pool
- Methven Swimming Pool.

Riverside Sports and Leisure Centre: Council is continuing to develop a new indoor aquatic centre and stadium with construction scheduled to begin in the 2012/13 year. Council will provide up to \$25 million (including inflation) towards the facility with the expectation that at least a further \$5 million will be fundraised by the community. Further information on this planned facility is in the “Major Projects” section of this Plan.

Sports grounds, parks and playgrounds: Council provides a range of sports grounds, parks and playgrounds for recreation purposes. These are funded through the Parks and Open Space activity of Council.

Sport Mid-Canterbury: Council provides annual grant funding to Sport Mid Canterbury to provide sport development services in the district.

Sport and Recreation Strategy: Council co-ordinates the implementation and review of the Ashburton District Sport and Recreation Strategy. The strategy is focussed on participation in sport and recreation rather than provision of facilities. A strategy implementation working group “Active Ashburton” has been established that represents a cross-section of physical activity providers and user groups.

Community Initiatives: The community group Sport Rakaia (Inc.) are pursuing the development of a combined clubrooms and indoor sports facility at the Rakaia Domain. Sport Rakaia are anticipating this facility will be complete in 2015/16.

Arts, Culture and Heritage

Ashburton District has a thriving arts and cultural scene with a growing number of arts, culture and heritage attractions. Council recognises that arts and culture are an important part of the life of the community and a key tourism attraction.

Council aims to contribute to enhancing the social and cultural wellbeing of residents through improving the quality of life and the range and quality of facilities available locally. Council working with the community is considered the best way to support the arts, culture and heritage of the district.

Council contributes directly to the Arts, Culture and Heritage activity in the following ways:

- Ashburton Museum – fund building rental and annual grant towards operational expenditure
- Ashburton Art Gallery – fund building rental and annual grant towards operational expenditure
- Ashburton Trust Event Centre – annual grant towards operational expenditure
- Heritage grants – funding available annually for maintenance of historic places in the district.

Ashburton Art Gallery and Heritage Centre

Council is to build a new Art Gallery and Heritage Centre on West Street, Ashburton. Construction is scheduled to commence in June 2012 and to be completed by September 2013.

The new facility will provide appropriate space for storing the Museum and Art Gallery collections and will improve the display areas for both organisations. This will result in a much improved visitor experience in both the Museum and Art Gallery and will ensure the district's treasures are kept in good condition for future generations.

The facility will include space for the Ashburton Genealogical Society to operate from and space and appropriate storage for the Council and district archives

The new facility will also enable the Ashburton Art Gallery to host exhibitions it has not been able to in the past, with improved storage and display conditions available.

Council has also budgeted \$400,000 over the coming 2 years for furniture and fittings for the new facility. This will be loan funded.

Council considered the operating expenditure budget for the new Art Gallery and Heritage Centre, and added a further \$73,000 per annum for electricity and rates. This funding is based on more detailed information becoming available since the preparation of the draft budget.

Further information on this planned facility is in the "Major Projects" section of this Plan.

Library

Our community library promotes cultural, social and economic wellbeing and informed participation in society through supporting self-education and providing consultation information.

Council believes it has a role to play in providing educational, informational and recreational library resources and the assistance of trained staff. Council considers the library service to be essential to the quality of life of residents of the district.

The Ashburton Public Library provides the following services:

- A public library facility where the community can access the library collections and services and enjoy as a place for meeting, recreation and self-education.
- Lending, reference and local history collections in a range of physical and electronic formats.
- A library website www.adc.govt.nz/libweb providing access to the library catalogue, electronic databases, and members' password- accessible borrowing records.
- Appropriately skilled and trained staff to manage the collections, assist customers with enquiries and ensure the most effective use of services and materials.
- Programmes, partnerships and outreach services to promote and enable wider use of the library.
- The children's library is a fun environment, promoting reading and research, and is often used by visiting school groups.
- A substantial local history reference collection is available at the library and is constantly being added to. Complete files of Ashburton newspapers dating back to 1878 are held, mostly in microfilm form to improve storage and retrieval.
- The Library offers free Internet access through the Aotearoa People's Network Kaharoa. Other electronic resources available include searchable electronic databases, the library's own catalogue and Council public information.
- Supplementary cash grants as well as loans of books are made to independent subscription libraries in Methven and Rakaia.

Strategic Issues and Responses

	Issue	Response
Ashburton Community Pool	<p>The Ashburton Community Pool is no longer providing adequate service to the community. In particular, access for the general public is limited, meaning many residents who want to use the facility find this difficult.</p> <p>The current facility will also require significant investment in replacement plant if it is to remain open beyond the short term</p>	<p>Council is working with the Ashburton Stadium Complex Trust to build a new indoor aquatic and sports centre in River Terrace, Ashburton – the Riverside Sport and Leisure Centre.</p> <p>Council has committed up to \$25 million to this project, which will mostly be loan-funded over a 25 year period. The Ashburton Stadium Complex Trust is to raise \$5 million from community sources.</p>
Looking after our heritage and culture	<p>The Ashburton Museum has for many years been requesting Council invest in improving the size and quality of the Museum's storage facilities. The Museum currently stores the district's heritage items in seriously substandard conditions.</p> <p>There have also been requests to Council to improve the overall quality of the Museum and Art Gallery display space, particularly with respect to controlling air temperature and moisture levels at levels that enable the collections to be maintained in a suitable condition.</p> <p>Council's archives are likewise stored in seriously substandard conditions in the basement of the Council building. Council has a legal responsibility to ensure its archives are kept in a suitable state and an obligation to the residents of the district to ensure information is available for current and future residents and researchers.</p>	<p>Council is to build a new Art Gallery and Heritage Centre on West Street, Ashburton. The new facility will provide appropriate space for storing the Museum artefacts and Art Gallery collection and will improve the display areas for both organisations. The facility will also include space for the Ashburton Genealogical Society to operate from and space and appropriate storage for the Council and district archives.</p> <p>The new facility will result in a much improved visitor experience in both the Museum and Art Gallery and will ensure the district's treasures are kept in good condition for future generations.</p> <p>The new facility will also enable the Ashburton Art Gallery to access exhibitions it has not been able to in the past, with vastly improved storage and display conditions available.</p>
A library service that meets the needs of the community	<p>Library services everywhere are facing the challenge of remaining relevant in an increasingly digital world. The services offered need to keep pace with technological change and community expectations.</p>	<p>Council has introduced free internet access at the district library which includes wi-fi accessibility. The service is provided through the Aotearoa Peoples Network programme which provides the internet access and computers within the library. The service has proved extremely popular with residents and visitors alike.</p> <p>Council removed lending fees on new books to remove the barrier of cost to residents. This has resulted in increased patronage and lending at the district library. Council intends to maintain this approach over the coming ten years.</p>

Potential Negative Effects

There are no potential significant negative effects identified for the community recreation and leisure group of activities.

Strategies and Policies that Support this Activity

Strategy / Policy

Ashburton Sport and Recreation Strategy

Methven Community Strategic Plan

Rakaia Community Strategic Plan

Mt Somers Community Strategic Plan

Reserve Management Plans

Financial Overview¹⁶

Operating Income



Total Expenditure



¹⁶ Please note these two charts are not directly comparable, as the 'Operating Income' chart does not include capital income, and the 'Total Expenditure' chart includes capital expenditure.

Investing in our Future 2012 - 22

Capital Works Programme

New capital work refers to the development of new infrastructure which increases of the level of service provided and/or the capacity of the asset to service increased demand.

Description	2012/13	2013/14	2014/15	2015–22
	\$000s	\$000s	\$000s	\$000s
Library books	113	117	121	986
Other library assets	1	1	2	12
Riverside Sport and Leisure Centre	11,666	14,000	2,334	0
Ashburton Art Gallery & Heritage Centre	400	0	0	0
Archive shelving	50	0	0	0
TOTAL NEW CAPITAL	12,230	14,118	2,457	998

Note: Capital expenditure for the Ashburton Art Gallery and Heritage Centre relates to Council's contribution to furniture and fittings. The capital cost of the building is included in the Property activity of Council.

Capital Renewals Programme

The following table details the annual budgets for capital renewals over the coming ten years. Capital renewals relates to upgrades or maintenance of existing assets.

Description	2012/13	2013/14	2014/15	2015–22
	\$000s	\$000s	\$000s	\$000s
Library renewals	1	1	1	9
TOTAL CAPITAL RENEWALS	1	1	1	9

Operational Expenditure

Operational expenditure refers to the general ongoing costs of operating and maintaining the assets needed to deliver the service and other costs required for service delivery. Key projects within operating expenditure for recreation facilities and services over the coming ten years include:

Project	2012/13	2013/14	2014/15	2015–22
	\$000s	\$000s	\$000s	\$000s
Ashburton Museum grant	160	165	197	1,581
Ashburton Art Gallery grant	175	181	213	1,709
Ashburton Trust Event Centre grant	214	221	228	1,831
Sport Mid Canterbury grant	40	41	43	342
Heritage grants	15	15	16	128
Ashburton Community Pool	362	374	386	0
Riverside Sport and Leisure Centre	0	0	1,962	31,786
Methven and Tinwald pools	25	25	27	186
Sport and Recreation Strategy initiatives	5	5	5	43
Active Ashburton	3	3	3	21
Skate skool	3	3	3	21
Kiwi Sport	5	5	5	43

Our Service - Recreation and Leisure

Community Outcomes

An enjoyable place to live

A safe and healthy
community

Activity

Arts, Culture and
Heritage

Library

Recreation Facilities
and Services

Levels of Service

We have social and cultural facilities available in the district that meet the needs of residents

Our social, cultural and heritage facilities provide a variety of interesting attractions for residents and visitors.

Library resources are current and relevant for the community
The library service meets the needs of residents

Sport and recreation facilities and services meet our community's needs

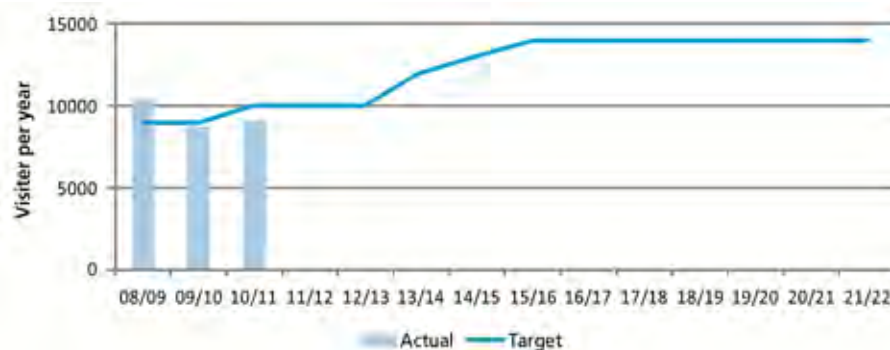
A clean and safe community swimming pool is available to the community

Sport and recreation providers work together to support recreation in the district

We have social and cultural facilities available in the district that meet the needs of residents

MEASURE 1 of 3: Ashburton Museum is well patronised by residents and visitors

TARGET: 2012/13 – 10,000 visits per year. Increasing to 14,000 by 2015/16.



MEASURE 3 of 3: Residents are satisfied with the level of Council's involvement in the Art, Culture and Heritage activity

TARGET: 85% of residents are satisfied



MEASURE 2 of 3: Ashburton Art Gallery is well patronised by residents and visitors.

TARGET: 2012/13 – 10,000 visits per year. Increasing to 14,000 by 2015/16.



Our social, cultural and heritage facilities provide a variety of interesting attractions for residents and visitors

MEASURE 1 of 3: The Ashburton Museum provides special interest exhibitions in addition to its main exhibits - NEW!

TARGET: 2012/13 – 3 special interest exhibitions

2013/14-2021/22 – 4 special interest exhibitions

MEASURE 2 of 3: The Ashburton Art Gallery provides a variety of exhibitions each year - NEW!

TARGET: 5 exhibitions of local art works each year

5 exhibitions of national art works each year

MEASURE 3 of 3: The Ashburton Trust Event Centre attracts a wide variety of users and performances each year - NEW!

TARGET: 110 community events each year

50 conferences / meetings each year

35 bookings for national touring shows

10 events produced by Ashburton Trust Event Centre

Library resources are current and relevant for the community

MEASURE 1 of 2: Number of free internet sessions used - NEW!

TARGET: 40,000 sessions per year.

MEASURE 2 of 2: Number of books purchased per year.

TARGET: 4,500 books purchased.



The library service meets the needs of residents

MEASURE 1 of 3: Residents use the district library service

TARGET: 70% of residents use the library



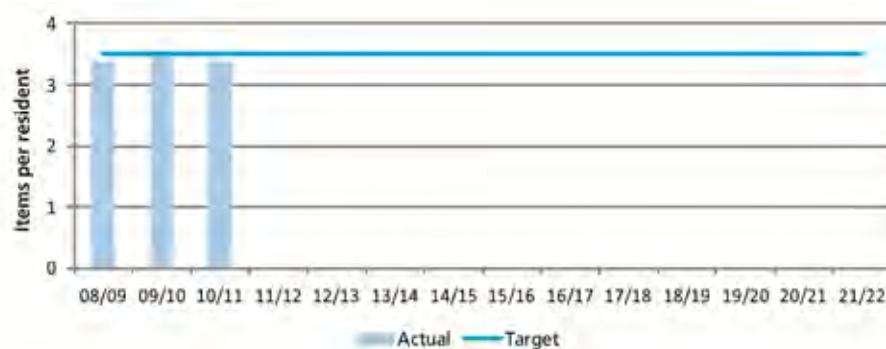
MEASURE 3 of 3: Residents are satisfied with Council's library services

TARGET: 90% of residents are satisfied



MEASURE 2 of 3: Number of items in the library system per resident

TARGET: 3.5 items



Sport and recreation facilities and services meet our community's needs

MEASURE 1 of 3: The Ashburton Community Pool is well patronised by residents and visitors

TARGET: 2012/13 - 85,000 visits per year. Increasing to 150,000 visits by 2015/16.



MEASURE 2 of 3: Proportion of residents that use or visit Council-provided sports fields and playgrounds each year

TARGET: 2012/13 - 80% of residents. Increasing to 85% of residents by 2015/16.



MEASURE 3 of 3: Residents are satisfied with Council-provided sports fields and playgrounds

TARGET: 90% of residents are satisfied



A clean and safe community swimming pool is available to the community

MEASURE 1 of 1: The Ashburton Community Pool complies with NZ Pool Water Standards - NEW!

TARGET: 100% of montly laboratory tests return results that comply with the Standards.

Sport and recreation service providers work together to support recreation in the district

MEASURE 1 of 1: Council hosts meetings of the Active Ashburton working group - NEW!

TARGET: 4 meetings per year.



Recreation and Leisure Cost of Service Statements

For the year ended 30 June

1. Operating statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Operating revenue										
740	Targeted rates	29	29	29	29	29	29	29	29	29	29
–	Development and/or financial contributions	2,083	2,500	416	–	–	–	–	–	–	–
156	Other revenue	89	91	1,159	2,298	2,378	2,459	2,540	2,624	2,718	2,813
896	Total revenue	2,201	2,620	1,604	2,327	2,407	2,488	2,569	2,653	2,747	2,842
	Operating expenditure										
1,004	Library	1,028	1,050	1,085	1,115	1,151	1,192	1,223	1,263	1,310	1,351
874	Art, culture and heritage	937	1,391	1,449	1,506	1,551	1,602	1,646	1,694	1,754	1,807
1,794	Recreation facilities and services	1,060	1,701	3,870	5,812	5,904	6,028	6,156	6,308	6,480	6,658
3,672	Total expenditure	3,025	4,142	6,404	8,433	8,606	8,822	9,025	9,265	9,544	9,816
(2,776)	Net operating surplus/(deficit)	(824)	(1,522)	(4,800)	(6,106)	(6,199)	(6,334)	(6,456)	(6,612)	(6,797)	(6,974)
	Funded by:										
1,853	General rates	2,942	4,082	4,810	5,184	5,220	5,294	5,353	5,437	5,544	5,638
923	Transfers (to)/from reserves	(2,118)	(2,560)	(10)	922	979	1,040	1,103	1,175	1,253	1,336
2,776	Total funding applied	824	1,522	4,800	6,106	6,199	6,334	6,456	6,612	6,797	6,974
	Total expenditure includes:										
108	Depreciation	111	115	870	1,675	1,736	1,800	1,870	1,949	2,032	2,122

2. Capital and reserves funding statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Capital expenditure										
116	Library	115	120	124	128	133	137	143	149	155	162
–	Art, culture and heritage	450	-	-	-	-	-	-	-	-	-
–	Recreation facilities and services	11,666	14,000	2,334	-	-	-	-	-	-	-
116	Total capital expenditure	12,231	14,120	2,458	128	133	137	143	149	155	162
64	Loan repayments	64	82	367	816	816	816	816	816	816	816
180	Capital to be funded	12,295	14,202	2,825	944	949	953	959	965	971	978
	Funded by:										
108	Depreciation funding	111	115	870	1,675	1,736	1,800	1,870	1,949	2,032	2,122
806	Loans raised	9,869	11,336	1,753	-	-	-	-	-	-	-
(734)	Transfers (to)/from reserves	2,315	2,751	202	(731)	(787)	(847)	(911)	(984)	(1,061)	(1,144)
180	Total funding applied	12,295	14,202	2,825	944	949	953	959	965	971	978
	Split of capital expenditure										
–	Capital – due to growth	2,446	2,824	492	-	-	-	-	-	-	-
116	Capital – increase in level of service	9,785	11,296	1,966	128	133	137	143	149	155	162
–	Capital – renewals	-	-	-	-	-	-	-	-	-	-
116	Total capital expenditure	12,231	14,120	2,458	128	133	137	143	149	155	162



Community Facilities and Support group of activities

**Elderly Persons Housing • Community Safety and Wellbeing • Community Grants & Events
Memorial Halls • Public Conveniences • Emergency Management**

The community facilities and support group of activities contributes primarily to the following community outcomes:

- A thriving and diverse local economy
- An enjoyable place to live
- An involved community with quality leadership
- Sustainable natural and built environments
- A safe and healthy community

At a Glance - Community Facilities & Support

Council provides a number of community facilities and services, including:

- Provision of elderly persons housing
- Supporting community organisations
- Providing public conveniences
- Civil defence and rural fire services

These services promote community safety, protect the environment and support the social wellbeing of our residents.

Key Upcoming Projects

- **Hinds public conveniences upgrade - 2012/13**

Contribution to Community Outcomes

	Thriving economy	Sustainable environments	Enjoyable place	Safe & healthy	Leadership & community
Elderly Persons Housing				✓	
Community Safety & Wellbeing			✓	✓	✓
Community Grants & Events			✓	✓	
Memorial Halls			✓		
Public Conveniences	✓	✓		✓	
Emergency Management		✓		✓	✓

Key Assets

Activity	Description	Number
Elderly Persons Housing units	Ashburton	104
	Methven	6
	Rakaia	2
Memorial Halls	Lagmhor/Westerfield	
	Mayfield	
	Mount Hutt	
	Mt Somers	
	Rakaia	
Public Conveniences	Tinwald	
	Ashburton	6
	Methven	2
	Rakaia	1
	Villages & recreation areas	19

Strategic Issues and Responses

	Issue	Response
Population growth	Ashburton district is one of the fastest growing provincial districts in New Zealand, driven primarily by an increase in dairy farming and growth in industries that support dairying. Population growth may increase significantly if Christchurch residents choose to move to Ashburton District because of earthquake-related issues.	Council proposes to continue to provide support to organisations that provide key social services in Ashburton District, including Safer Ashburton District, the Mid Canterbury Community House and the Base youth cafe and Hype youth health centre. Council will continue to monitor population growth indicators such as school roles to assess extraordinary population occurring due to earthquake reasons. At this stage no provision has been made for higher than usual population growth.
Ageing population	Ashburton district has a higher proportion of population in the 65+ age group than New Zealand as a whole. The number of residents in this age group is forecast to double over the coming 25 years.	Council will monitor growth of the 65+ age group within the district and in particular will monitor demand for Council services such elderly persons housing.
Looking after our youth	Ashburton district, like many smaller centres, struggles to support facilities and services specifically for youth. It is important that our young people develop into confident and productive citizens who feel they have a place in the district throughout their lives. This sector of our community has some specific needs that are not easily available in a smaller community.	Council is proposing to continue to support Safer Ashburton District, the Base youth cafe and Hype youth health centre, all of which provide services targeted at our youth. Council has supported the Skate Skool initiative provided by Sport Canterbury which aims to introduce young people to skateboarding as an attractive form of sport and recreation. This project is to be evaluated in the 2012/13 year and Council will consider its future involvement at that time.
Ashburton Town Centre	In the past, Council received several requests over a period of time, to find ways to improve behaviour and cleanliness issues in the Ashburton town centre area, particularly on Friday and Saturday nights.	Council initiated the Ashburton Town Centre Ambassadors programme and has contracted a security company to patrol the town centre. Both projects are aimed at improving behaviour on Friday and Saturday nights. The projects have had a positive effect with police and shop-owners reporting a reduction in anti-social behaviour and associated effects.

Potential Negative Effects

No potential significant negative effects have been identified as being caused by provision of services included in the community facilities and support group of activities.

In More Detail

Elderly Persons Housing

Providing low income elderly housing contributes to the wellbeing of the community by enabling older residents with limited means to remain in the local community in safe affordable accommodation.

There are a total of 112 units located in Ashburton (104), Rakaia (2), and Methven (6). All units have one bedroom with a mix of single bedroom size and double bedroom size. Tenancy of a unit is by way of application and subject to income and asset criteria detailed in Council policy.

Council consults with tenants from time to time on the levels of service provided, possible improvements to service and costs associated with changes. Following consultation with tenants Council has installed heat-pumps in all units over the past three years.

With national and local trends towards an ageing population, reduced home ownership levels and the elderly remaining in independent living longer, demand for Council elderly persons housing may increase over time. Council has no current plans to expand its stock of elderly persons housing but monitors demand for the housing and will look at options in the future if necessary.

The activity is self-funding through rents and so is provided at no cost to the ratepayer.

Community Safety and Wellbeing

Council's philosophy regarding its involvement in social services is to help the community to help itself through support for community organisations and through providing advocacy at local, regional and national levels to ensure social services are maintained or enhanced. Council believes central government should be the core funder and provider of social services with Council providing support at the local level where appropriate.

Council's approach to supporting community safety and wellbeing initiatives is to:

- Identify opportunities to assist social service providers and community organisations.
- Advocate at local, regional and national levels on local issues to ensure social services within the district are maintained or enhanced.

Community safety: Council provides an annual operational funding grant (\$71,000 in 2011/12), to Safer Ashburton District – which has contracts with government to provide truancy, restorative justice, social service coordination and community safety promotion roles in the district. Council appoints two members to the Safer Ashburton District board, including the chairperson.

Safer Ashburton District operates the "Ashburton Town Centre Ambassadors" programme. A Council initiative, this project sees trained personnel on the streets in the Ashburton town centre on Friday and Saturday nights to promote safety and provide a calming presence.

Council also provides funding to Ashburton District Neighbourhood Support (\$15,000 per year for the first three years of the Plan).

Ashburton District Social Wellbeing Strategy: Council initiated the Ashburton District Social Wellbeing Forum in 2008, bringing together central government agencies working in the social sector, local social service providers and Council. As part of the forum the Ashburton District Social Wellbeing Strategy was developed. The strategy was adopted by Council in December 2008 and work continues on implementation of the actions contained in the document.

Social services: Council provides annual grants for rental costs to the Mid Canterbury Community House, the HYPE youth health centre and the BASE youth cafe. Some funding is available through Council's grant scheme and through its social services subcommittee which has limited discretionary grant funding to allocate.

Health services: Council hosts the Ashburton district health committee which advocates for the health needs of the community. Council appoints representatives to the committee and provides support for the committee.

Retaining hospital services in the district is a priority for the community and Council, particularly with buildings on the Ashburton Hospital campus damaged through the Canterbury earthquakes. Council will work with and advocate to the Canterbury District Health Board to ensure the district retains the level of services it needs in the future.

Council grants: Council provides annual grant funding for community projects related to community facilities and services. Community grants are provided through the following annual schemes:

- **Community grants:** Council provides annual community grants through a contestable grant application process held in August. Council grants are available for local organisations providing benefit to the community. The annual grant pool is currently \$50,000, with the maximum individual grant being \$5,000.
- **School holiday programmes:** Council provides grant funding for school holiday programmes. Funding is allocated through a contestable grant application process held in August. The annual grant pool is currently \$5,000.
- **Discretionary Grants:** From time to time Council may decide to award grant funding to a project outside its normal grant processes where projects are deemed to have particular and special merit.

Events: Council contributes \$4,000 annually to a community event (Multi-Cultural Bite! in 2011/12). Council is intending to assess its future involvement in funding or providing events.

Council also provides annual grant funding to assist with community events. This funding (currently \$20,000) is administered by Experience Mid Canterbury.

Memorial Halls

There are six War Memorial Halls in rural areas administered by committees elected in triennial elections and supported by Council through provision of services and funding.

These halls are often the social and cultural hub of the area they serve and are important as venues for social, recreational and cultural functions.

Public Conveniences

The provision of public conveniences is important for the health and convenience of local residents, to support local economic activity (as facilities are frequently used by shoppers) and to support the tourist industry.

Council owns and manages twenty eight public convenience facilities located in the towns, villages and recreation areas in the district. Overall, the toilet blocks are in sound condition and are cleaned and maintained by in-house personnel, contractors or community groups.

Council will upgrade the Hinds public conveniences in 2012/13, and has budgeted \$10,000 in 2012/13 to investigate future requirements for public conveniences in the district.

Assessment of water and sanitary services: Council is required to undertake an assessment of its water and sanitary services periodically. This assessment includes public conveniences.

The latest assessment was undertaken in 2006. There are no significant variations between the information contained in this plan and that provided in the assessment.

Emergency Management

The provision of local arrangements to plan for and co-ordinate a response to emergency events and the management of a rural fire service plays an important role in protecting the lives and livelihoods of the residents of the community.

Council has responsibility to undertake civil defence emergency management and to provide rural fire services for the district.



Council meets its emergency management obligations through its Emergency Management Local Arrangements, which are consistent with national and group civil defence emergency management plans.

Ashburton District's emergency management team functions within the broader Canterbury Civil Defence Emergency Management Group

Council provides rural fire services to the district, excluding state and conservation land and the Ashburton, Methven and- Rakaia Urban Fire Districts. Council's rural fire services are able to support the Department of Conservation and the NZ Fire Service.

Rural Fire protection is currently provided by 9 Volunteer Rural Fire Forces (VRFF's) involving some 140 volunteers. Council provides resources, equipment, training and other assistance to these units. These forces are supported by the urban brigades as required, and the closest urban brigade will usually attend a call out in support of the VRFF.

In addition to providing a response to fire call outs VRFF's also provide other services typically provided by the fire service such as attendance at motor vehicle crashes and medical incidents.

Council also undertakes activities to prevent, control and suppress rural fires, for example through public education and enforcement of its fire prevention bylaw.

Strategies and Policies that Support this Activity

Strategy / Policy

Ashburton Sport and Recreation Strategy

Ashburton District Social Wellbeing Strategy

Financial Overview¹⁷

Operating Income



Total Expenditure



¹⁷ Please note these two charts are not directly comparable, as the 'Operating Income' chart does not include capital income, and the 'Total Expenditure' chart includes capital expenditure.

Investing in our Future 2012 - 22

Capital Works Programme

New capital work refers to the development of new infrastructure which increases of the level of service provided and/or the capacity of the asset to service increased demand.

Description	2012/13	2013/14	2014/15	2015–22
	\$000s	\$000s	\$000s	\$000s
Rural fire protection – new asset purchases	10	97	11	87
Public Conveniences - Hinds	75	–	–	–
TOTAL NEW CAPITAL	85	97	11	87

Note: Capital expenditure for the Rural Fire activity is detailed in the Property activity for fire sheds and in the Miscellaneous activity for fire appliances.

Capital Renewals Programme

The following table details the annual budget for capital renewals over the coming ten years. Capital renewals relates to upgrades or maintenance of existing roads or other assets.

Activity	2012/13	2013/14	2014/15	2015–22
	\$000s	\$000s	\$000s	\$000s
Elderly person's housing	15	16	16	131
Public conveniences	19	31	27	–
TOTAL CAPITAL RENEWALS	34	47	43	131

Operational Expenditure

Operational expenditure refers to the general ongoing costs of operating and maintaining the assets needed to deliver the service and other costs required for service delivery. Key projects within operating expenditure for community facilities and support over the coming ten years include:

Project	2012/13	2013/14	2014/15	2015–22
	\$000s	\$000s	\$000s	\$000s
Annual grants (contestable)	50	52	53	428
Safer Ashburton District grant	101	104	107	860
Ashburton Town Centre Ambassadors	24	25	26	205
Ashburton District Neighbourhood Support grant	15	15	16	–
Ashburton Town Centre Security	24	25	26	205
Community Strategic Plans	7	7	7	–
Social Wellbeing and Newcomers initiatives (including the event grant for the Multicultural Bite)	14	14	15	120

Our Service - Community Facilities and Support

Community Outcomes

Sustainable natural and built environments

An enjoyable place to live

A safe and healthy community

An involved community with quality leadership

Activity

Elderly Persons Housing

Community Safety and Wellbeing

Emergency Management

Public Conveniences

Levels of Service

Rental accommodation is well maintained and meets the needs of residents

Council provides an efficient and responsive service to tenants

We work with organisations to contribute to the health, safety and social wellbeing of local residents

ADC staff and partner agencies work together to provide a coordinated response to emergencies

The community has access to information about local hazards and how to prepare for them

Rural fires are responded to promptly

Our civil defence and rural fire services meet the community's needs

Council's public conveniences meet community expectations

Council response times for customer service requests are met

Elderly person's housing rental accommodation is well maintained and meets the needs of residents

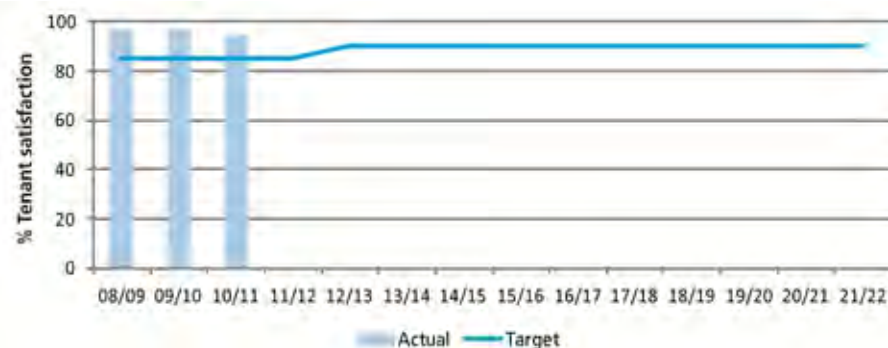
MEASURE 1 of 2: Tenants are satisfied with the overall service provided by Council

TARGET: 90% of tenants are satisfied.



MEASURE 2 of 2: Tenants are satisfied with the overall standard of accommodation provided by Council.

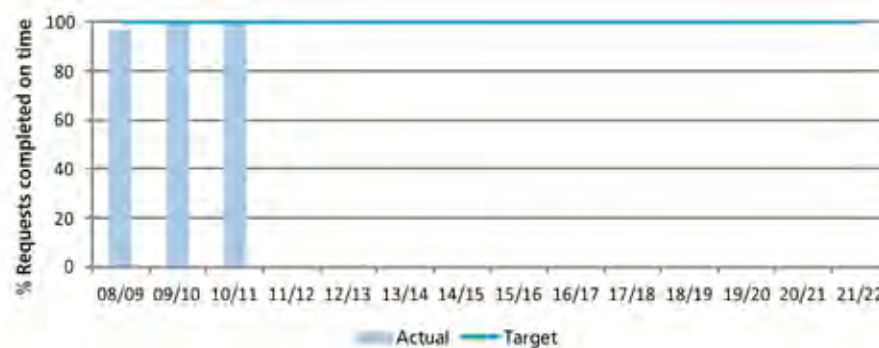
TARGET: 90% of tenants are satisfied.



Council provides an efficient and responsive service to tenants.

MEASURE 1 of 1: Customer service requests are completed within 10 working days.

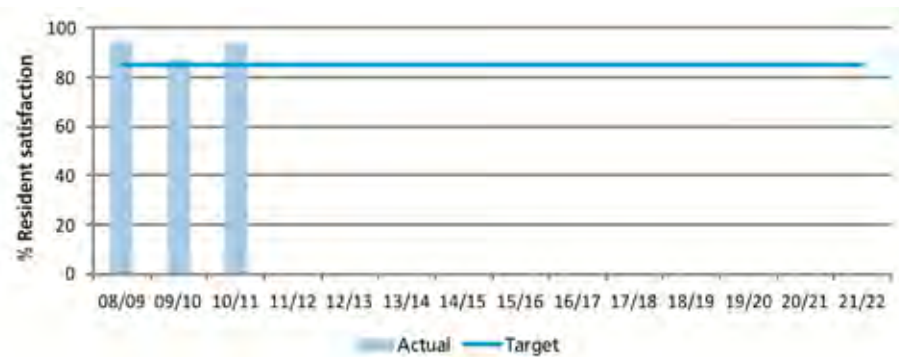
TARGET: 100% of requests are completed.



We work with organisations to contribute to the health, safety and social wellbeing of local residents

MEASURE 1 of 3: Residents are satisfied with the level of Council's involvement in social services

TARGET: 85% of residents are satisfied



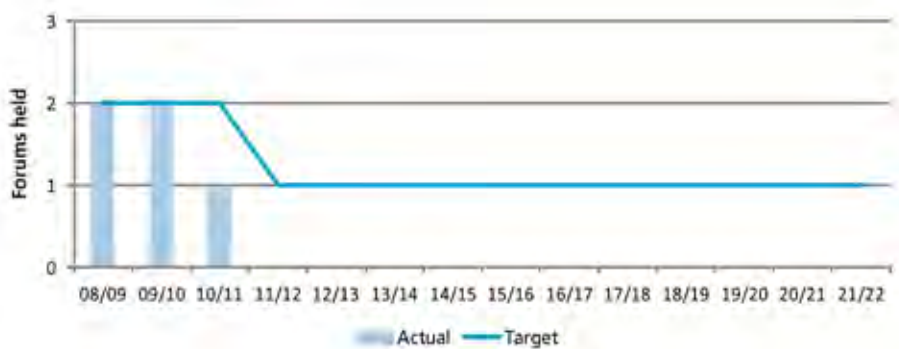
MEASURE 3 of 3: Residents are satisfied with Council's role in the provision of community events

TARGET: 85% of residents are satisfied



MEASURE 2 of 3: Organisations come together regularly to promote social wellbeing

TARGET: Council hosts one social wellbeing events per year.



Council and partner agencies work together to provide a coordinated response to emergencies

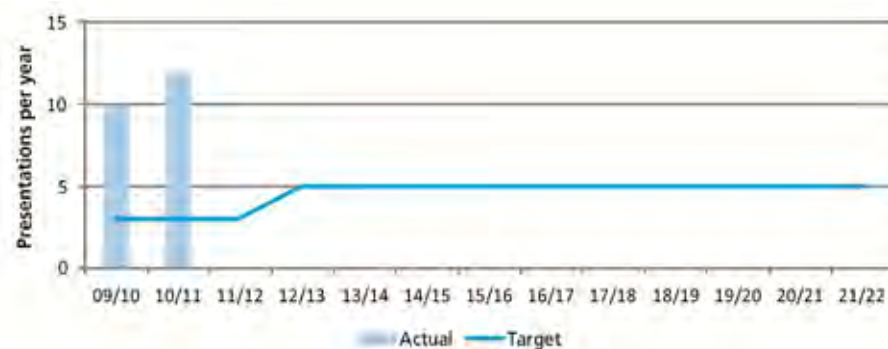
MEASURE 1 of 1: Council participates in annual Canterbury CDEM group exercise

TARGET: Council participates once per year.

The community has access to information about local hazards and how to prepare for them

MEASURE 1 of 1: Civil Defence and/or Rural Fire presentations are delivered to community groups and schools

TARGET: 5 presentations per year



Rural fires are responded to promptly

MEASURE 1 of 1: Registered volunteer fire force callouts are despatched within 10 minutes of the alert time

TARGET: 90% of callouts



Our civil defence and rural fire services meet the community's needs

MEASURE 1 of 2: Residents are satisfied with the civil defence services provided by Council

TARGET: 85% of residents are satisfied



MEASURE 2 of 2: Residents are satisfied with the rural fire services provided by Council

TARGET: 85% of residents are satisfied



Council's provision of public conveniences meets community expectations

MEASURE 1 of 1: Residents are satisfied with Council's public conveniences

TARGET: 85% of residents are satisfied



Council provides a responsive customer service

MEASURE 1 of 1: Customer service requests are responded to within 10 working days

TARGET: 85% of customer requests are responded to within 10 working days



Community Facilities and Support Cost of Service Statements

For the year ended 30 June

1. Operating statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Operating revenue										
329	Targeted rates	390	401	385	421	431	455	458	474	490	506
83	Subsidies	91	108	48	50	85	18	91	94	98	101
270	Development and/or financial contributions	270	280	290	299	310	322	334	348	363	379
557	Other revenue	561	578	596	615	637	655	676	699	723	749
1,239	Total revenue	1,312	1,367	1,319	1,385	1,463	1,450	1,559	1,615	1,674	1,735
	Operating expenditure										
379	Elderly person housing	400	405	423	433	436	455	465	481	503	517
312	Community safety and wellbeing	304	313	325	318	320	334	343	353	369	380
210	Community grants and events	93	94	98	100	104	109	111	114	120	124
432	Emergency management	502	497	510	525	543	563	580	601	625	647
377	Public conveniences	432	444	450	462	478	498	512	537	550	572
213	Halls	260	261	270	278	288	298	308	319	333	345
1,923	Total expenditure	1,991	2,014	2,076	2,116	2,169	2,257	2,319	2,405	2,500	2,585
(684)	Net operating surplus/(deficit)	(679)	(647)	(757)	(731)	(706)	(807)	(760)	(790)	(826)	(850)
	Funded by:										
904	General rates	938	965	986	1,003	1,028	1,073	1,098	1,140	1,181	1,220
(220)	Transfers (to)/from reserves	(259)	(318)	(229)	(272)	(322)	(266)	(338)	(350)	(355)	(370)
684	Total funding applied	679	647	757	731	706	807	760	790	826	850
	Total expenditure includes:										
283	Depreciation	305	316	327	338	350	363	377	393	410	428

2. Capital and reserves funding statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Capital expenditure										
14	Elderly person housing	15	16	16	17	17	18	19	19	20	21
-	Community safety and well-being	-	-	-	-	-	-	-	-	-	-
-	Community grants and events	-	-	-	-	-	-	-	-	-	-
14	Emergency management	10	97	11	11	11	12	12	13	13	14
32	Public conveniences	94	31	27	-	-	-	-	-	-	-
20	Halls	-	-	-	-	-	-	-	-	-	-
84	Total capital expenditure	119	144	54	28	28	30	31	32	33	35
-	Loan repayments	-	-	-	-	-	-	-	-	-	-
84	Capital to be funded	119	144	54	28	28	30	31	32	33	35
	Funded by:										
283	Depreciation funding	305	316	327	338	350	363	377	393	410	428
-	Loans raised	-	-	-	-	-	-	-	-	-	-
(199)	Transfers (to)/from reserves	(186)	(172)	(273)	(310)	(322)	(333)	(346)	(361)	(377)	(393)
84	Total funding applied	119	144	54	28	28	30	31	32	33	35
	Split of capital expenditure										
-	Capital – due to growth	-	-	-	-	-	-	-	-	-	-
60	Capital – increase in level of service	85	97	11	11	11	12	12	13	13	14
24	Capital – renewals	34	47	43	17	17	18	19	19	20	21
84	Total capital expenditure	119	144	54	28	28	30	31	32	33	35



Economic Development group of activities

**Business and Economic Development • District Promotion
District Water Management • Property • Forestry • Stockwater**

The economic development group of activities contributes primarily to the following community outcomes:

- A thriving and diverse local economy
- Sustainable natural and built environments
- An enjoyable place to live

At a Glance - Economic Development

Council supports the economic development of Ashburton District by funding Council agencies and encouraging sustainable use of our natural resources.

Grow Mid Canterbury works with local businesses on employment and business initiatives.

Experience Mid Canterbury promotes our district to New Zealand and the world as a visitor destination.

Council provides a stockwater network to service rural properties and is actively involved in water management initiatives, recognising that water is a key economic issue in our district.

Contributing to economic development helps Council to improve the overall quality of life and wellbeing of our community, now and for the future.

Key upcoming projects

- Water investigations project
- Ashburton Zone Implementation Programme
- Biodiversity Action Plan

Contribution to Community Outcomes

	Thriving economy	Sustainable environments	Enjoyable place	Safe & healthy	Leadership & community
Business and Economic Development	✓		✓		
District Promotion	✓	✓	✓		
District Water Management	✓	✓			
Property	✓	✓			
Forestry	✓	✓			
Stockwater	✓	✓			

Key Assets

Activity	Description	
Forestry Plantations	Plantations	130
	Total Area (ha)	1,616
	Total Value	\$8.1 million
Property	Property portfolio	
Stockwater Races	Methven / Lauriston	833 km
	Winchmore / Rakaia	614 km
	Montalto / Hinds	729 km
	Mt Somers / Willowby	698 km

Strategic Issues and Responses

	Issue	Response
Economic climate	<p>The global economic climate has been unpredictable in recent years with the global financial crisis and more recently the European Union debt crises.</p> <p>Despite this the Ashburton District local economy has tended to outperform the Canterbury region and New Zealand as a whole, driven by relatively strong agricultural returns and investment in dairying and other agricultural sectors.</p>	<p>Council is proposing to continue to provide operational expenditure grants to Grow Mid Canterbury and Experience Mid Canterbury to provide economic development and destination marketing services respectively.</p> <p>Council is undertaking a review of organisations it provides funding to; including Grow Mid Canterbury and Experience Mid Canterbury. The reviews will identify ways Council can improve strategic alignment with organisations it funds and ensure the district receives value for money from these organisations. The findings of the reviews will be incorporated into Council planning and budgets in the 2013/14 year.</p>
Canterbury earthquakes	<p>The Canterbury earthquakes of the past 18 months have had significant impacts on Christchurch and the surrounding areas. Ashburton District has had direct impact from these events through damage to buildings and a variety of impacts on residents' lives.</p> <p>Statistics New Zealand estimates Ashburton District's population increased by 2.4% or 700 people, in the past year, around twice the growth rate that would normally be expected. The additional growth is likely to be related to Christchurch residents moving to the district either permanently or temporarily. It is unclear at this time what the impact on the district in terms of migration from Christchurch.</p> <p>Many Ashburton District businesses will have opportunities to secure additional business through the Christchurch rebuild, any migration of Christchurch residents and through production being displaced from Christchurch.</p>	<p>Council has decided to largely take an "active" watching brief regarding the potential economic impacts of the Canterbury earthquake. Council has worked with Grow Mid Canterbury to assist earthquake affected businesses in the district and will continue to monitor requirements and provide appropriate responses as required.</p> <p>Council believes the district's businesses are best placed to seek and convert opportunities for additional business that may be presented. Council has therefore declined to undertake active involvement in promoting specific opportunities to the district's businesses. Council will continue to review the situation and its role. Council will work with Grow Mid Canterbury to promote the district as a great place to live, work and do business.</p> <p>Council has commissioned market research in Christchurch to identify possible opportunities for the district and to ensure Ashburton District is able to present an attractive alternative to any residents and businesses wishing to move from Christchurch.</p>

Potential Negative Effects

Economic growth	Economic growth could negatively impact on the environment.	Council and GMC are working together to develop ways to promote sustainable development.
Increased tourism	Increasing tourism can negatively impact on the environment.	Council and EMC are working together to develop ways to promote sustainable tourism opportunities.
Water takes	Reduction in source river flows, and potential impact on river ecology and environmental and cultural values	All water takes are strictly controlled through resource consent conditions to minimise or eliminate potential negative effects. The Rakaia and Rangitata river conservation orders ensure water is only taken at river flow levels considered sustainable. The Ashburton ZIP includes an action to develop a river management plan for the Ashburton River. Council will work with Ecan and the Ashburton Zone Committee on this project
New council property development	New commercial property developments could impact negatively on the environment and amenity values.	Council developments are planned to have a minimal environmental impact All resource consent conditions are met, for the Ashburton Business Estate Council has created a 75 metre buffer zone to reduce environmental impact on neighbouring properties

In More Detail

Business and Economic Development

Council provides funding to Grow Mid Canterbury (GMC) to deliver economic development services to the district. GMC is contracted for provision of services agreed to on an annual basis, and reports to Council on its activities.

In general terms GMC contributes to the economic development of Ashburton district through:

- Encouraging new businesses to the district
- Assisting established businesses in the district to grow

GMC achieves this through undertaking projects and initiatives related to the following:

- Marketing and communication
- Attracting and developing skills
- Youth brokering
- Business mentoring
- Increasing business capability
- Addressing constraints to economic performance

Council also contributes to economic development, in a wider sense, through providing infrastructure, involvement in water management and generally promoting the district as a good place to do business.

District Promotion

Council provides funding to Experience Mid Canterbury (EMC) to market the district as a visitor destination. EMC is contracted for provision of services agreed to on an annual basis, and reports to Council on its activities.

In general terms EMC contributes to the economic development of Ashburton District through:

- Promoting Ashburton district as a visitor destination
- Encouraging new tourism businesses to the district
- Assisting established tourism businesses in the district to grow

EMC achieves this through undertaking projects and initiatives related to the following:

- Operating the Ashburton and Methven I-site information centres
- Destination marketing and promotion, including producing a trade manual, visitor guide and website
- Encouraging industry coordination
- Developing relationships with travel and tourism sector businesses to promote Ashburton District as a visitor destination.
- Attracting events and conferences to the district

Council provides funding for event development grants (currently \$20,000 per annum) to assist in the development of new events within the district. This funding is administered by EMC.

Council has undertaken a review of the governance and management of Experience Mid Canterbury, and is working with EMC to implement the report's recommendations. Council decided EMC is to become a council controlled organisation (CCO). A proposed implementation approach has been established which would see a CCO established early in the 2012/13 year.

District Water Management

Council is involved in several initiatives aimed at identifying sustainable options for the development of the district's water resources.

Canterbury Water Management Strategy: Council was strongly involved in preparing the Canterbury Water Management Strategy. The strategy identified goals that promote efficient and sustainable water use for the region.

An Ashburton Zone Committee has been established to identify and implement a work programme that will contribute to achieving the goals of the Strategy – called a Zone Implementation Programme (ZIP). Council is supporting the Zone Committee in projects identified in the ZIP.

Ashburton Community Water Trust: Council provides funding to the Ashburton Community Water Trust to undertake work on its behalf. Currently the Trust is looking at ways to utilise water take consents it holds for the Rakaia River.

Biodiversity Action Plan: Council has worked with partner organisations to develop a Biodiversity Action Plan to give effect to the Canterbury Regional Biodiversity Strategy and support the Canterbury Water Management Strategy. Its first project is an indigenous plants survey of the plains area of the district.

Stock Water Investigations: Council has budgeted \$70,000 in 2012/13 to investigate options to better utilise water allocated for stock water.

Property

Council owns and manages a sizeable property portfolio and it is a key investment area for Council providing substantial revenue streams. Net returns are used to offset rate requirements.

Council owns and manages 11 commercial buildings. These include the former Aoraki Polytechnic campus, ACL works depot, the Tancred Street mall, an industrial building in Ashburton, medical centres in Methven and Rakaia, and the Ashburton Information Centre.

The portfolio also includes a significant number of land parcels leased for residential, commercial/ industrial and agricultural purposes.

Council maintains an active portfolio with non-strategic properties continually reviewed for sale and opportunities for purchase of high-yield commercial and industrial properties considered.

Net income from the Property activity is used to offset rates.

Non-Commercial Property: Community assets of a non-commercial nature such as the civic administration building, Art Gallery/Museum, Library, and the Town Clock/Cenotaph are also managed and maintained by the property department and included in this activity.

Ashburton Business Estate: Council has developed the Ashburton Business Estate, a commercial/ industrial subdivision to the north east of the Ashburton urban area. The cost for developing stage I of the project and getting services to the site was approximately \$20 million.

A commercial real estate company has been contracted to market sections in the development. The Council is also promoting sales through wider economic development initiatives it is involved with.

Based on sales of approximately \$4,000,000 over the first 18 months sections have been available, Council has budgeted future sales revenue of \$3 million per year. This level of sales revenue will cover the cost of servicing the loans and rebuild Council's cash balances over the period covered by this Long Term Plan.

Sales of approximately \$1.2 million per year are required to service the loans. If this level of sales is not achieved rate funding may be required to service debt. Every \$1 million of debt requires \$60,000 per year in interest - meaning the maximum annual call on rates in a worst case scenario is \$72,000.

Stage II of the Ashburton Business Estate will not proceed until sales in Stage I are able to support the funding required for development. Development costs for Stage II have not been budgeted. This will be assessed through the next Long Term Plan 2015-25.

Former County Council Building: The former county council building on the corner of Baring Square East and Havelock Street currently houses the Ashburton Art Gallery and Museum. These organisations will move into the new Ashburton Art Gallery and Heritage Centre on West Street in 2013.

Council has budgeted to upgrade the building, re-fitting it as office space for the purpose of leasing the building as a long term office rental. The upgrade is budgeted at \$2 million in 2013/14.

Issues specific to Property – Council investment property: Council holds significant investments in property, and in particular in commercial and residential subdivisions, including the Ashburton Business Estate, the Geoff Geering Drive eco-subdivision and residential sections at Lake Hood.

These investments have not provided the returns budgeted for in the Long Term Plan 2009–19, with the property market as a whole being subdued over the past three years.

Council’s Response: Council has revised its budgeted returns for the 2012–22 period. Budgeted sales at the Ashburton Business Estate have been reduced significantly.

There are, however, indications the local property market is picking up, with recent sales indicating confidence has returned to the market, particularly in the residential sector

If property sales exceed budget Council will be able to retire debt associated with these investments ahead of budget and may look to bring forward some capital projects. These decisions are likely to be able to be made through the next long term plan 2015–25.

Forestry

Council has 130 plantations throughout the district totalling 1,616ha, varying in size from over 200 hectares down to less than one hectare.

The climate in Mid-Canterbury limits species grown, with dry summers and cold winters being too harsh for many. Radiata pine and Douglas fir account for 94% of Council’s crop, with the remainder being mostly macrocarpa and Corsican pine.

Council’s Forester oversees management of the plantations and provides forest management consultancy services to other councils in Canterbury, providing additional revenue.

Plantations are valued annually for financial reporting. The latest valuation completed at 30 June 2011 reported a total value of \$8.1 million.

Council’s joint venture forestry plantation, Riverbank View, will be harvested over the period 2013 – 2016. This will provide an additional \$1.5 million in sales over those years.

Council’s forestry assets have produced some income from carbon credits in recent years. Council will continue to sell credits to its best advantage and when returns are acceptable while managing harvesting liabilities. Net income from the forestry activity is used to offset rates.

Stockwater

Council has provided a stockwater service for over 130 years. Water is supplied through a 2,875 km long open race network to around 1,800 rateable units.

For management purposes, the network is divided into five separate schemes:

- Methven/Lauriston
- Winchmore/Rakaia
- Montalto/Hinds
- Mount Somers / Willowby
- Acton

The four primary stock water areas are maintained by four water rangers, in accordance with Council’s “Water Race Management Plan”, which sets out service levels and provides operational and maintenance guidelines for the service. Operation of the Acton area is carried out under contract by Acton Irrigation Limited.

Changing land use and in particular conversion to dairying is impacting on the stock water activity. Farmers who do not use the stock water service prefer not to have water races crossing their property. This leads to pressure to change water race layouts or to close races altogether.

Council has in recent years looked to progressively reduce the size of the network, closing unneeded races. In the past Council had a target of closing 100kms of the network each year. Closures peaked in the 2010/11 year when over 300km of race were closed. Council has now removed the 100km race closure target and will continue to assess race closure applications on a case by case basis.

Environment Canterbury's Natural Resources Regional Plan (NRRP) and associated regulations are impacting on the stockwater activity. The NRRP is a key external driver for the stock water activity.

New resource consents for water takes for stock water are expected to be issued imminently. To comply with the already indicated resource consent conditions, new capital works have been provided for in this plan. These works include installation of monitoring equipment and intake works to measure water abstraction rates.

Key Assets

Scheme	Length of races (kilometres)
Methven / Lauriston	833
Winchmore / Rakaia	614
Montalto / Hinds	729
Mt Somers / Willowby	698
TOTAL DISTRICT	2,874

Strategies and Policies that Support this Activity

Strategy / Policy

Ashburton District Visitor Strategy

Ashburton District Events Strategy

Canterbury Water Management Strategy

Ashburton Zone Implementation Programme

Financial Overview¹⁸

Operating Income



Total Expenditure



¹⁸ Please note these two charts are not directly comparable, as the 'Operating Income' chart does not include capital income, and the 'Total Expenditure' chart includes capital expenditure.

Investing in our Future 2012 - 22

Capital Works Programme

The following table details the annual budget for new capital works over the coming ten years. New capital work refers to the development of new infrastructure, or the upgrading of existing infrastructure, which increases of the level of service provided and/or the capacity of the asset to service increased demand.

Project	2012/13	2013/14	2014/15	2015–22
	\$000s	\$000s	\$000s	\$000s
Property:				
Art Gallery & Heritage Centre	4,000	–	–	–
County Building – upgrade	100	2,074	–	–
Civic building upgrade	–	–	–	12,145
Library – earthquake strengthening	1,200	–	–	–
Tancred Street Mall – air conditioning unit	6	–	–	–
Ashburton Domain Depot	30	–	11	28
Albert Street subdivision – stage II	–	–	–	919
Methven Lauriston stockwater intake	27	–	–	–
Mt Somers Willowby stockwater intake	33	–	–	–
TOTAL NEW CAPITAL	5,456	2,074	11	13,092

Capital Renewals Programme

The following table details the annual budget for capital renewals over the coming ten years. Capital renewals relates to replacement or maintenance of existing assets.

Project	2012/13	2013/14	2014/15	2015–22
	\$000s	\$000s	\$000s	\$000s
ACL Depot – roof replacement	25	–	–	–
Stock water renewals	–	30	63	95
TOTAL CAPITAL RENEWALS	25	30	63	95



Operational Expenditure

Operational expenditure refers to the general ongoing costs of operating and maintaining the assets needed to deliver the service and other costs required for service delivery. Key projects within operating expenditure over the coming ten years include:

Description	2012/13	2013/14	2014/15	2015–22
	\$000s	\$000s	\$000s	\$000s
Grow Mid Canterbury grant	242	250	258	2,070
Agency review	5	–	–	–
Experience Mid Canterbury grant	349	360	372	2,982
Event development grants	20	21	21	171
Water investigation project	70	–	–	–
Ashburton Zone Implementation Programme	30	31	32	256
Biodiversity Action Plan	15	15	16	128
Ashburton Community Water Trust grant	16	17	17	137

Our Service - Economic Development

Community Outcomes

A thriving and diverse local economy

Sustainable natural and built environments

An enjoyable place to live

Activity

Business and Economic Development

District Promotion

District Water Management

Stockwater

Levels of Service

Quality business support and advice is available to local businesses

Local tourism operators are supported to grow successful businesses

The district is well-promoted as a great year-round destination

Progress the objectives of the Canterbury Water Management Strategy

Stockwater supplied from the Council network is free of pollution
Stockwater service is adequate for customers' needs

Quality business support and advice is available to local businesses

MEASURE 1 of 2: Grow Mid Canterbury clients consider the agency delivers a quality service to the district

TARGET: 85% of clients.



MEASURE 2 of 2: Grow Mid Canterbury clients consider the service has added value to their business

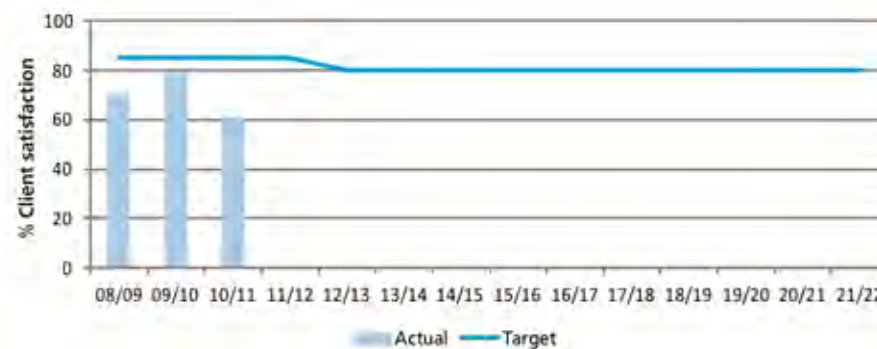
TARGET: 85% of clients



Local tourism operators are supported to grow successful businesses

MEASURE 1 of 1: Experience Mid Canterbury clients consider the service has added value to their business

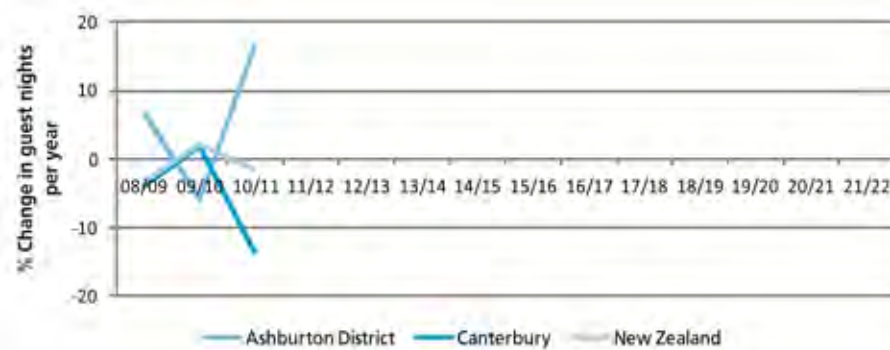
TARGET: 80% of clients are satisfied.



The district is well-promoted as a great year-round destination

MEASURE 1 of 2: Ashburton District visitor industry performs better than regional and national averages

TARGET: The guest nights stayed in Ashburton District each year increase at a faster rate than the Canterbury region and New Zealand overall – NEW!



MEASURE 2 of 2: Residents are satisfied with Council's tourism promotion activities

TARGET: 90% of residents are satisfied



Progress the objectives of the Canterbury Water Management Strategy

MEASURE 1 of 1: Progress on implementing the actions of the Ashburton Water Management Zone Implementation Programme. – NEW!

TARGET: Two reports per year

Stockwater supplied from the Council network is free of pollution

MEASURE 1 of 1: Average response time to reports of pollution in races – NEW!

TARGET: 1 hour or less

Stockwater service is adequate for customers needs

MEASURE 1 of 2: Percentage of customers that are satisfied with the quality of the stockwater service

TARGET: 70% of customers are satisfied



MEASURE 2 of 2: Main races are inspected at least once per year – NEW!

TARGET: 100% of main races

Economic Development Cost of Service Statements

For the year ended 30 June

1. Operating statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Operating revenue										
1,018	Targeted rates	1,157	1,172	1,215	1,252	1,296	1,347	1,389	1,439	1,500	1,552
500	Development and/or financial contributions	-	-	-	-	-	-	-	-	-	-
1,305	Gain in fair value of investment properties	1,325	1,319	1,358	1,445	1,538	1,432	1,472	1,622	1,838	1,898
144	Gain in fair value of forestry	247	246	253	269	287	267	274	302	342	354
4,336	Gain on sale of commercial property	3,118	3,219	3,326	3,286	3,313	3,606	3,712	3,828	3,958	3,800
3,658	Other revenue	3,677	3,146	3,582	3,219	3,857	4,034	4,449	4,852	4,824	4,665
10,961	Total revenue	9,524	9,102	9,734	9,471	10,291	10,686	11,296	12,043	12,462	12,269
	Operating expenditure										
263	Business & economic development	290	295	304	313	324	336	347	358	373	384
401	District promotion	441	454	470	486	502	521	537	554	575	594
108	District water management	254	185	191	195	200	206	209	215	222	228
2,359	Commercial property	2,535	2,983	3,079	2,996	2,919	3,035	3,386	4,231	4,145	4,147
1,433	Forestry	1,460	554	654	567	1,024	1,149	1,305	1,287	1,087	798
947	Stockwater	1,032	1,068	1,107	1,140	1,181	1,227	1,265	1,311	1,367	1,415
5,511	Total expenditure	6,012	5,539	5,805	5,697	6,150	6,474	7,049	7,956	7,769	7,566
5,450	Net operating surplus/(deficit)	3,512	3,563	3,929	3,774	4,141	4,212	4,247	4,087	4,693	4,703
	Funded by:										
(896)	Transfer to general rate reserve	(496)	(662)	(316)	(359)	(7)	138	454	1,306	1,247	1,173
(4,554)	Transfers (to)/from reserves	(3,016)	(2,901)	(3,613)	(3,415)	(4,134)	(4,350)	(4,701)	(5,393)	(5,940)	(5,876)
(5,450)	Total funding applied	(3,512)	(3,563)	(3,929)	(3,774)	(4,141)	(4,212)	(4,247)	(4,087)	(4,693)	(4,703)
	Total expenditure includes:										
138	Depreciation	138	481	604	625	647	671	697	1,437	1,498	1,564

2. Capital and reserves funding statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Capital expenditure										
6,012	Commercial property	5,361	2,074	11	28	919	5,956	6,189	-	-	-
20	Stockwater	60	30	63	-	-	49	7	38	-	-
6,032	Total capital expenditure	5,421	2,104	74	28	919	6,005	6,196	38	-	-
2,780	Loan repayments	3,778	2,689	2,857	2,857	2,857	2,767	2,675	1,677	1,352	1,390
8,812	Capital to be funded	9,199	4,793	2,931	2,885	3,776	8,772	8,871	1,715	1,352	1,390
	Funded by:										
138	Depreciation funding	138	481	604	625	647	671	697	1,437	1,498	1,564
5,353	Loans raised	5,153	1,952	-	-	-	5,956	6,189	-	-	-
3,321	Transfers (to)/from reserves	3,908	2,360	2,327	2,260	3,129	2,145	1,985	278	(146)	(174)
8,812	Total funding applied	9,199	4,793	2,931	2,885	3,776	8,772	8,871	1,715	1,352	1,390
	Split of capital expenditure										
-	Capital – due to growth	800	-	-	-	-	1,191	1,238	-	-	-
6,008	Capital – increase in level of service	4,596	2,074	11	28	919	4,765	4,951	-	-	-
24	Capital – renewals	25	30	63	-	-	49	7	38	-	-
6,032	Total capital expenditure	5,421	2,104	74	28	919	6,005	6,196	38	-	-



Parks and Open Space group of activities

Parks and Recreation • Cemeteries • Reserves and Camp Grounds • Reserve Boards

The parks and open space group of activities contributes primarily to the following community outcomes:

- A thriving and diverse local economy
- An enjoyable place to live
- Sustainable natural and built environments
- A safe and healthy community

At a Glance - Parks and Open Spaces

Council looks after a number of parks, reserves and open spaces throughout the district, including:

- The Ashburton Domain
- Sports fields
- Children's playgrounds
- Rural reserves
- Small urban parks
- Gardens on roads and in roundabouts

These spaces provide a place for our community to meet, be active, and enjoy our environment. Having parks and open spaces available in our district is important for our community's wellbeing and makes our environment an attractive and welcoming place for residents and visitors.

Key Upcoming Projects

- New playground equipment - including the Ashburton Domain, Methven, Lake Hood, Argyle Park and Rakaia
- Ashburton Domain - upgrade of the layby, 2013/14
- Awa Awa Rata Reserve - upgrading of the shelter in 2013/14
- Argyle Park - contour and landscape the banks of Mill Creek
- Domain sports fields - improvements including irrigation

Contribution to Community Outcomes

	Thriving economy	Sustainable environments	Enjoyable place	Safe & healthy	Leadership & community
Parks and Recreation		✓	✓	✓	
Cemeteries				✓	
Reserves and Camp Grounds	✓	✓	✓		
Reserve Boards		✓	✓		

Key Facilities

Cemeteries		Reserves	
Urban	Ashburton	Alford Forest	Mt Somers
	Methven	Chertsey	Pendarves
	Rakaia	Dorie	Rakaia
Rural	Alford Forest	Ealing	Ruapuna
	Chertsey	Ashburton Forks / Greenstreet	Seafield
	Waterton	Highbank	Tinwald
	Winslow	Hinds	
	Hinds	Lynnford	
	Mt Somers	Maronana	
	Ruapuna	Mayfield	
	Barhill	Methven	

Strategic Issues and Responses

	Issue	Response
Population growth and urban development	Future urban development will require the gradual expansion of the Parks network, particularly neighbourhood parks servicing new developments. As this happens there will be additional development and maintenance costs.	The Ashburton Neighbourhood Open Space Strategy identifies likely current and future requirements for parks and open space. This strategy is planned to be reviewed in 2012/13 to incorporate recent population and development trends. Council charges financial contributions for recreation and open space on all new developments. The contributions provide money and/ or land to meet the recreation and open space needs of the district.
Water usage	Water use for irrigation is an issue in the summer months when water availability is limited.	Separate wells are provided for some irrigation systems and a water management regime is implemented for high use areas such as Ashburton Domain. Horticultural practices including the use of mulch to reduce soil moisture loss are used and plants are selected to withstand local climatic conditions where practicable.
Tinwald Domain Development Plan	The Tinwald Reserve Board has worked with Domain user groups and the community to prepare a plan to guide future development of the Domain.	Council has been budgeted \$350,000 in capital expenditure over the coming three years to assist development initiatives identified in the Plan. This funding is from reserve contributions.

Potential Negative Effects

Contamination of groundwater	Potential contamination of surface or ground water from burials	<p>Human remains should not be in direct contact with groundwater at any time with an adequate separation distance above the highest seasonal groundwater level.</p> <p>For new cemeteries monitoring and a hydro-geological assessment needs to be undertaken to determine depth to groundwater, direction of groundwater flow, local ground conditions, and whether ground conditions are suitable.</p> <p>All cemeteries should be surrounded by an adequate buffer zone, and planted with deep rooting trees.</p> <p>Interments should be spread across a cemetery in space and time.</p> <p>Adequate separation of burials from waterways and drains.</p> <p>Obtain resource consents for new cemetery sites and monitor compliance with conditions.</p>
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In More Detail

Parks and Recreation

Parks play an important role in the image of the district and the quality of life for its residents. Parks are considered a major contributor to the wellbeing of the district through the provision of quality open space for both active sports and quiet areas for passive use.

Council manages and maintains eighty-six parks and reserves throughout the district providing for a range of leisure and recreational activities.

The district's parks provide a focal point for local communities where they can meet and participate in a variety of leisure and recreation activities and many also contain heritage features.

Our parks and recreation areas contribute to conserving and enhancing indigenous natural habitats and heritage features in the district where these occur on park sites.

The Ashburton Domain is the iconic urban park in the district, catering for a variety of recreational uses and is valued and admired by both residents and visitors.

Having attractive parks and open spaces is important in attracting and retaining residents to the district.

Council provides a variety of different types of parks and recreational open space including:

- Large urban parks like the Ashburton and Tinwald Domains
- Sports fields, such as at the Ashburton Domain and Argyle Park
- Children's playgrounds
- Large rural reserves, such as the Awa Awa rata reserve
- Localised green areas
- Small local urban parks
- Beautification areas along state highways and local roads
- Gardens in roundabouts and turning circles on roads

Council also works with community groups on projects like the Ashburton Hakatere River Trail and the Rakaia Walkway.

Cemeteries

Council manages and maintains eleven cemeteries within the district to meet the burial needs of the community. In addition, five old cemeteries now closed for interments are also maintained. There are four private cemeteries in the district operated by churches. Council provides an interment service to these sites but does not provide maintenance.

The cemeteries play an important role in preserving the social history of the district and many have historic and heritage values. Council maintains an active role in preserving and enhancing the cemetery network to meet the district's current and future needs.

All cemeteries are designed to be attractive but simple with landscape treatment providing a contemplative environment.

As part of the management of the cemeteries, administration services to maintain burial and plot purchase records are kept in hard copy and electronic format.

Council-provided cemeteries in Ashburton District:

Urban Cemeteries	Location
Ashburton	Bremner Rd/Seafield Rd
Methven	Methven Chertsey Rd
Rakaia	Baker Rd
Rural Cemeteries	Location
Alford Forest	Alford Forest Cemetery Rd
Chertsey	State Highway 1
Waterton	Fords Rd
Winslow	State Highway 1
Hinds	Isleworth Rd
Mt Somers	Hoods Rd
Ruapuna	Coskeries Rd
Barhill	Lauriston Barhill Rd

Assessment of water and sanitary services: Council is required to undertake an assessment of its water and sanitary services from time to time. This assessment encompasses the cemeteries activity.

The latest assessment was undertaken during 2009 and formally adopted by Council on 17 December 2009. The next Assessment of Water & Sanitary Services will not be undertaken until 2014/15. There are no significant variations between the information contained in this plan and that provided in the assessment.

A full copy of the 2009 Assessment of Water and Sanitary Services is available from Council on request.

Reserves and Camp Grounds

Council provides a range of formal and informal camping grounds throughout the district including sites at the Rangitata River mouth, Lake Clearwater, Rakaia River mouth, Rakaia Gorge and Hakatere. Camp grounds at these sites are available to residents and visitors alike.

These areas contribute to the district's tourism facilities, in relation to summer tourism where camping, fishing and tramping are popular attractions in the area.

Council intends to undertake market research in 2015/16 to determine likely future demand for camping facilities in the district.

Included in this activity are a number of reserves vested from the Crown to Council for the purpose of administration. These are generally held for a specified purpose such as gravel extraction or recreation, but in the long term some may become passive open spaces.

Council's Property Department administers the leases or other arrangements associated with management of the sites.

Reserve Boards

Council owns seventeen reserves, administered on behalf of the community by reserve boards representing the local community, enabling a more direct local input into management and operation.

Council provides assistance to the boards through provision of: accounting, administration and property advisory services; insurance; funding for election advertising; general operational funding.

The reserves are mostly in rural areas and provide opportunities for activities ranging from passive use for picnics to active use as sports fields. They may also provide amenities such as tennis courts; sports clubs and play centres.

Council is working with the reserve boards to prepare reserve management plans for each reserve. These plans detail how the reserve is to be managed and details approaches and responsibilities applicable to each reserve.

The reserves are listed below.

Reserves

Alford Forest	Mayfield
Chertsey	Methven
Dorie	Mt. Somers
Ealing	Pendarves
Ashburton Forks / Greenstreet	Rakaia
Highbank	Ruapuna
Hinds	Seafield
Lynnford	Tinwald
Maronan	

Strategies and Policies that Support this Group of Activities

Strategy / Policy

Ashburton Neighbourhood Open Space Strategy

Reserve Management Plans

Tinwald Domain Development Plan

District Plan

Canterbury Regional Biodiversity Strategy

Ashburton District Biodiversity Action Plan

Financial Overview¹⁹

Operating Income



Total Expenditure



¹⁹ Please note these two charts are not directly comparable, as the 'Operating Income' chart does not include capital income, and the 'Total Expenditure' chart includes capital expenditure.

Investing in our Future 2012 - 22

Capital Works Programme

The following table details the annual budget for new capital works over the coming ten years. New capital work refers to the development of new infrastructure which increases the level of service and/or in the capacity of the asset to service increased demand.

Description	2012/13	2013/14	2014/15	2015–22
	\$000s	\$000s	\$000s	\$000s
Gardens	–	62	54	–
Methven playground equipment	60	–	–	150
Rakaia town beautification	12	54	–	48
Rural Reserves – tree planting	–	3	–	6
AwaAwa Rata – form carpark area	15	–	–	–
SH1 – tree planting	5	3	–	–
Neighbourhood grounds – playground equipment	–	–	86	99
Neighbourhood grounds – seats, bins, and signage	–	16	–	30
Domain sports grounds – irrigation stages 3 and 4	80	62	–	–
Argyle Park – batter banks	120	–	–	340
Festive lighting	20	–	–	–
Ashburton cemetery	15	12	16	998
Methven cemetery	–	–	9	11
Rakaia cemetery	–	8	–	9
Rural cemeteries	13	–	–	–
Fire sheds – Alford Forest and Hinds	–	124	–	133
Tinwald Domain development plan initiatives	100	–	–	–
TOTAL NEW CAPITAL	440	344	165	1,824

Capital Renewals Programme

The following table details the annual budget for capital renewals over the coming ten years. Capital renewals refer to the programmed replacement or upgrade of existing assets.

Description	2012/13	2013/14	2014/15	2015–22
	\$000s	\$000s	\$000s	\$000s
Parks and Recreation				
Ashburton Domain – includes pond maintenance and replacement of seats, litter bins, kerb and resealing.	30	31	32	360
Ashburton town centre beautification	20	16	16	–
Methven beautification – resealing railway reserve path	10	–	–	–
Rakaia beautification	–	8	–	11
AwaAwa Rata Reserve – shelter upgrade	–	26	–	–
Neighbourhood grounds – playground re-furbishment	–	60	–	131
Sports grounds	50	–	–	–
Cemeteries				
Ashburton	10	12	16	11
Methven	–	8	–	–
Rakaia	5	–	–	6
Rural	5	–	5	–
TOTAL CAPITAL RENEWALS	130	161	69	519

Our Service - Parks and Open Space

Community Outcomes

A thriving and diverse local economy

An enjoyable place to live

A safe and healthy community

An involved community with quality leadership

Activity

Parks and Recreation

Cemeteries

Reserves and Camp Grounds

Levels of Service

Ashburton Domain gardens, playgrounds and sports fields are well maintained

Quality public flowerbeds and displays are provided for the enjoyment of our residents and visitors

Our community participates in caring for and engaging with the district's environment

Maintain the quality of the districts sports grounds and playgrounds

Provide for the current and future burial and remembrance needs of our communities

Cemetery operations are carried out in a timely and accurate manner

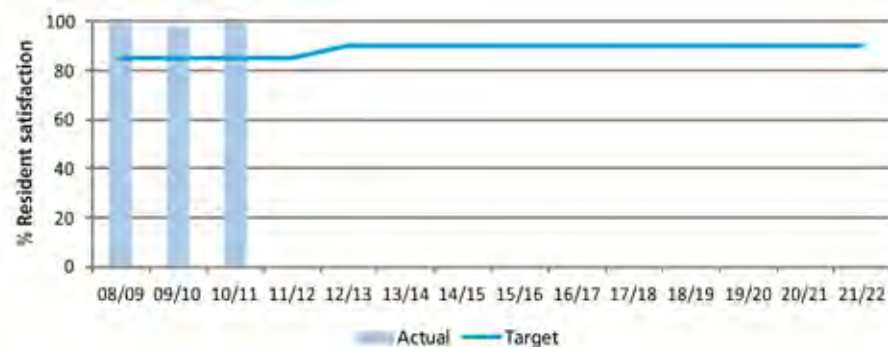
Facilities are provided that meet the needs of the community

We provide an efficient and responsive service

Ashburton Domain gardens, playgrounds and sports fields are well maintained

MEASURE 1 of 1: Residents are satisfied with the facilities provided at the Ashburton Domain

TARGET: 90% of residents are satisfied



Quality public flowerbeds and displays are provided for the enjoyment of our residents and visitors

MEASURE 1 of 1: Residents are satisfied with the district's public flowerbeds and displays - NEW!

TARGET: 85% of residents are satisfied

Our community participates in caring for and engaging with the district's environment

MEASURE 1 of 1: Volunteer hours worked per year - NEW!

TARGET: 1,000 hours per year

Maintain the quality of the district's sports grounds and playgrounds

MEASURE 1 of 2: Residents are satisfied with Council provided sports grounds and playgrounds

TARGET: 85% of residents are satisfied



MEASURE 2 of 2: Playground equipment meets Council safety standards - NEW!

TARGET: Playground equipment is inspected fortnightly for compliance with Council safety standards

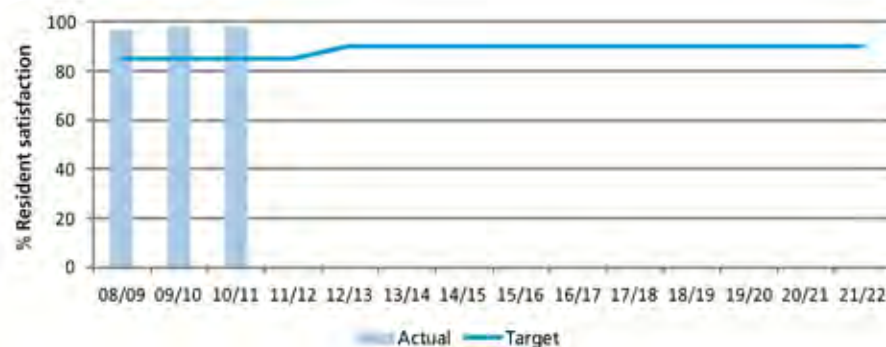
Provide for the current and future burial and remembrance needs of our communities

MEASURE 1 of 2: The annual cemetery capital works programme is completed^{NEW!}

TARGET: 100% of capital works projects are completed by 30 June each year

MEASURE 2 of 2: Residents are satisfied with the district's cemeteries

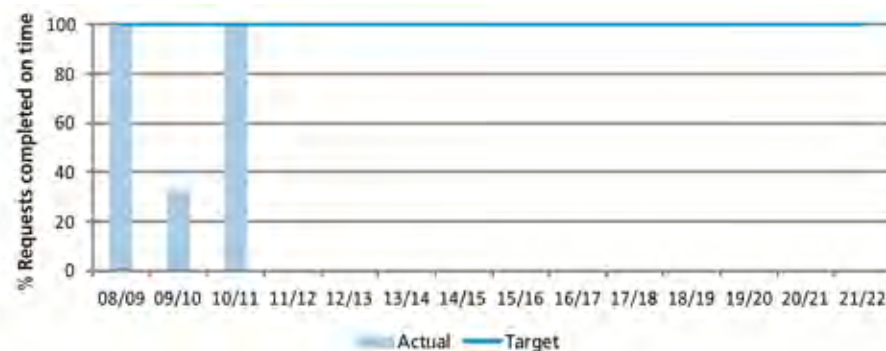
TARGET: 90% of residents are satisfied.



Cemetery operations are carried out in a timely and accurate manner

MEASURE 1 of 1: Requests for service are completed on time

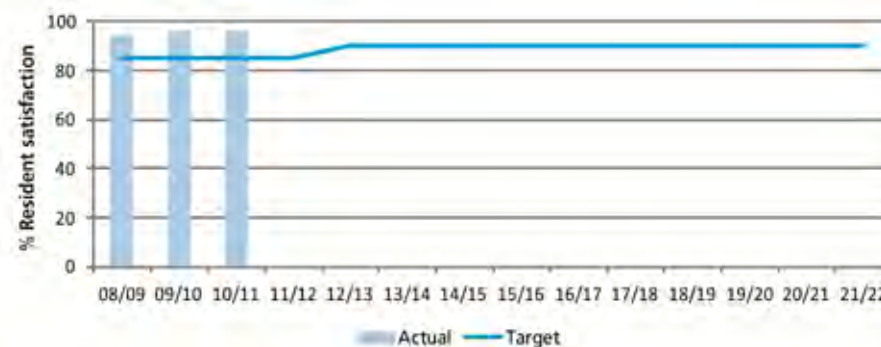
TARGET: 100% of requests for service are completed within ten days



Facilities are provided that meet the needs of the community

MEASURE 1 of 2: Residents are satisfied with the standard of camping areas in the district

TARGET: 90% of residents are satisfied



MEASURE 2 of 2: Service requests are completed within 10 working days^{NEW!}

TARGET: 100% of service requests.

Parks and Open Space Cost of Service Statements

For the year ended 30 June

1. Operating statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Operating revenue										
820	Targeted rates	854	887	917	948	982	1,018	1,055	1,097	1,145	1,192
286	Development and/or financial contributions	286	295	305	315	326	337	348	360	373	386
793	Other revenue	793	811	834	853	877	904	929	956	986	1,017
1,899	Total revenue	1,933	1,993	2,056	2,116	2,185	2,259	2,332	2,413	2,504	2,595
	Operating expenditure										
1,810	Parks and recreation	1,877	1,945	2,012	2,075	2,147	2,226	2,306	2,398	2,501	2,604
338	Cemeteries	342	354	366	377	391	406	420	436	455	472
514	Reserves and camp grounds	559	559	582	621	619	641	660	682	710	734
298	Reserve boards	319	330	342	352	364	378	388	402	420	434
2,960	Total expenditure	3,097	3,188	3,302	3,425	3,521	3,651	3,774	3,918	4,086	4,244
(1,061)	Net operating surplus/(deficit)	(1,164)	(1,195)	(1,246)	(1,309)	(1,336)	(1,392)	(1,442)	(1,505)	(1,582)	(1,649)
	Funded by:										
1,263	General rates	1,365	1,391	1,448	1,753	1,738	1,699	1,718	1,794	1,870	1,942
(202)	Transfers (to)/from reserves	(201)	(196)	(202)	(444)	(402)	(307)	(276)	(289)	(288)	(293)
1,061	Total funding applied	1,164	1,195	1,246	1,309	1,336	1,392	1,442	1,505	1,582	1,649
	Total expenditure includes:										
324	Depreciation	349	362	374	387	401	416	432	450	469	490

2. Capital and reserves funding statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Capital expenditure										
127	Parks and recreation	422	340	188	34	431	188	158	19	179	166
76	Cemeteries	48	41	46	286	241	142	111	123	121	126
140	Reserves and camp grounds	-	124	-	133	-	-	-	-	-	-
303	Reserve boards	100	-	-	-	-	-	-	-	-	-
646	Total capital expenditure	570	505	234	453	672	330	269	142	300	292
37	Loan repayments	39	39	39	39	39	39	39	39	39	39
683	Capital to be funded	609	544	273	492	711	369	308	181	339	331
	Funded by:										
324	Depreciation funding	349	362	374	387	401	416	432	450	469	490
53	Loans raised	-	-	-	-	-	-	-	-	-	-
306	Transfers (to)/from reserves	260	182	(101)	105	310	(47)	(124)	(269)	(130)	(159)
683	Total funding applied	609	544	273	492	711	369	308	181	339	331
	Split of capital expenditure										
-	Capital – due to growth	100	-	-	-	-	-	-	-	-	-
634	Capital – increase in level of service	340	344	164	427	548	235	259	142	202	126
12	Capital – renewals	130	161	70	26	124	95	10	-	98	166
646	Total capital expenditure	570	505	234	453	672	330	269	142	300	292



Democracy and Governance group of activities

Council • Methven Community Board • Youth Council

The democracy group of activities contributes primarily to the following community outcomes:

- An involved community with quality leadership

At a Glance - Democracy and Governance

Council's democracy activity is concerned with the decision-making of our elected representatives. Activities in this area include:

- Consulting with the community
- Council meetings
- Strategic planning and reporting
- Developing and implementing policies
- Managing elections
- The Ashburton District Youth Council

Council encourages our community to participate and share their views, in order to best represent the interests of Ashburton District in Council decisions and actions.

Contribution to Community Outcomes

	Thriving economy	Sustainable environments	Enjoyable place	Safe & healthy	Leadership & community
Council					✓
Methven Community Board					✓
Youth Council					✓

In More Detail

Democracy and Governance

Council has an important role in providing leadership for the community and representing the interests of the community at the local, regional, and national levels.

Council undertakes a range of activities to provide the community with quality planning and decision-making process and to enable the community to participate meaningfully in local government processes.

The democracy activity facilitates the process of Council decision making by the elected representatives. It also manages community engagement which enables community views to be considered in Council decisions.

We look to provide quality planning, consultation, and decision-making to enable our community to participate effectively in local government processes.

The key functions undertaken are:

- Council meetings and elected members meetings and support
- Methven Community Board
- Managing the electoral process
- Ashburton District Youth Council
- Strategic planning including the Long Term Plan, Annual Plan, community outcomes and Community Strategic Plans
- Council policy development and implementation
- Reporting on progress made through the Annual Report, Tri-annual Report, Annual Residents Survey, and the State of the Community Report
- Engaging with our communities on key Council planning documents and proposals

Strategic Issues and Responses

	Issue	Response
Legislative compliance	Local government planning, decision-making and reporting compliance requirements have increased considerably since the introduction of the Local Government Act 2002. Changes to the Local Government Act have reduced some compliance requirements while introducing some additional ones.	While Council fully supports community involvement in local government decision-making legislative compliance requirements have significantly increased resources required. Council has invested in additional staff resources and consultants to ensure it can meet compliance requirements.
E-Democracy	The use of electronic mediums for conducting community consultation processes, elections and general Council business is increasingly expected.	Council has budgeted to upgrade its website in 2012/13. Council will continue to monitor developments in this area and to provide appropriate and cost-effective e-government services as these are identified.
Canterbury regional governance arrangements	Environment Canterbury (ECan) has been governed by commissioners since the government review of the organisation in 2009. The structure of regional governance in Canterbury will be considered prior to the 2013 local election. It is possible that this could result in a re-organisation of regional governance arrangements and responsibilities. Options may include: Maintaining the status quo with ECan continuing as the regional authority and replacing commissioners with elected members Having local authorities assume responsibility for some or all regional government functions (unitary authorities).	Council is involved in early discussions around options and will advocate for options that best meet the needs of the district. Council will provide the community with information as this becomes available and will seek community views on resident's preferences regarding future regional governance arrangements.
Local representation arrangements	Council is required to undertake a representation review every 6 years. The review is required to include assessments of a variety of governance issues such as: voting method, wards or at large representation, ward boundary adjustments, whether to have Maori wards, and others	The representation review is currently underway and will be completed in the 2012/13 year. Community consultation will take place in April 2012 which will include an extensive communications and advertising campaign to inform residents of the options to be considered.

Potential Negative Effects

No potential significant negative effects have been identified as being caused by provision of services included in the community facilities and support group of activities.

Strategies and Policies that Support this Group of Activities

Strategy / Policy

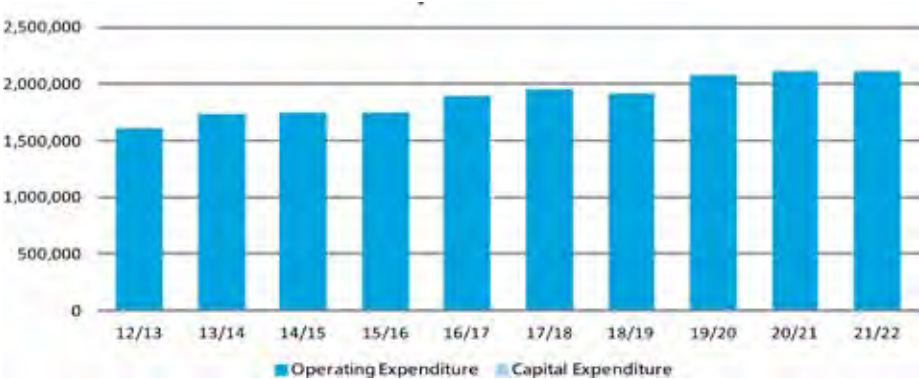
Ashburton District Council Long Term Plan

Financial Overview²⁰

Operating Income



Total Expenditure



²⁰ Please note these two charts are not directly comparable, as the 'Operating Income' chart does not include capital income, and the 'Total Expenditure' chart includes capital expenditure.

Our Service - Democracy and Governance

Community Outcomes

An involved community
with quality leadership

Activity

Democracy and
Governance
(includes Council, Methven
Community Board, and
Youth Council)

Levels of Service

Council communicates openly and effectively with the community

Council provides opportunities for community involvement in
decision making

Effective governance, advocacy and decision making by elected
members

Council communicates openly and effectively with the community

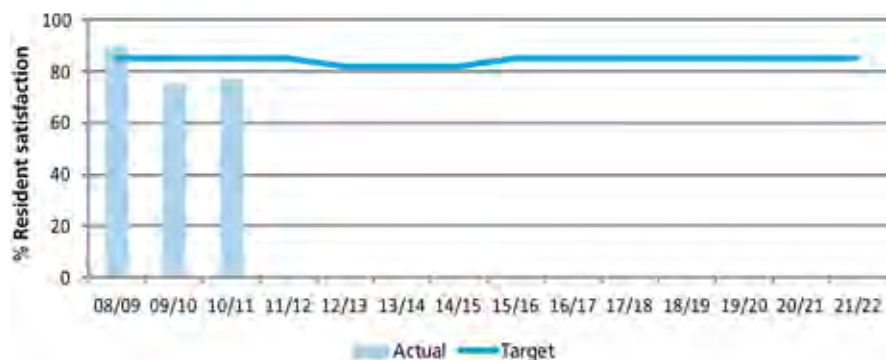
MEASURE 1 of 2: Residents are satisfied with the quality of information provided by Council.

TARGET: 85% of residents are satisfied.



MEASURE 2 of 2: Residents are satisfied with the level of information provided by Council.

TARGET: 2012/13 - 80% of residents are satisfied. Increasing to 85% by 2015/16.



Council provides opportunities for community involvement in decision making processes

MEASURE 1 of 2: Residents are satisfied with the community consultation undertaken by Council.

TARGET: 2012/13 - 70% of residents are satisfied. Increasing to 80% by 2016/17.



MEASURE 2 of 2: Council representatives meet annually with Te Runaka o Arowhenua.

TARGET: One meeting per year.



Effective governance, advocacy, and decision making by elected members.

MEASURE 1 of 2: Residents are satisfied with the performance of the Mayor and Councillors

TARGET: 2012/13 - 70% of residents are satisfied. Increasing to 75% by 2015/16.



MEASURE 2 of 2: Residents are satisfied with the advocacy role provided by Council

TARGET: 85% of residents are satisfied



Democracy and Governance Cost of Service Statements

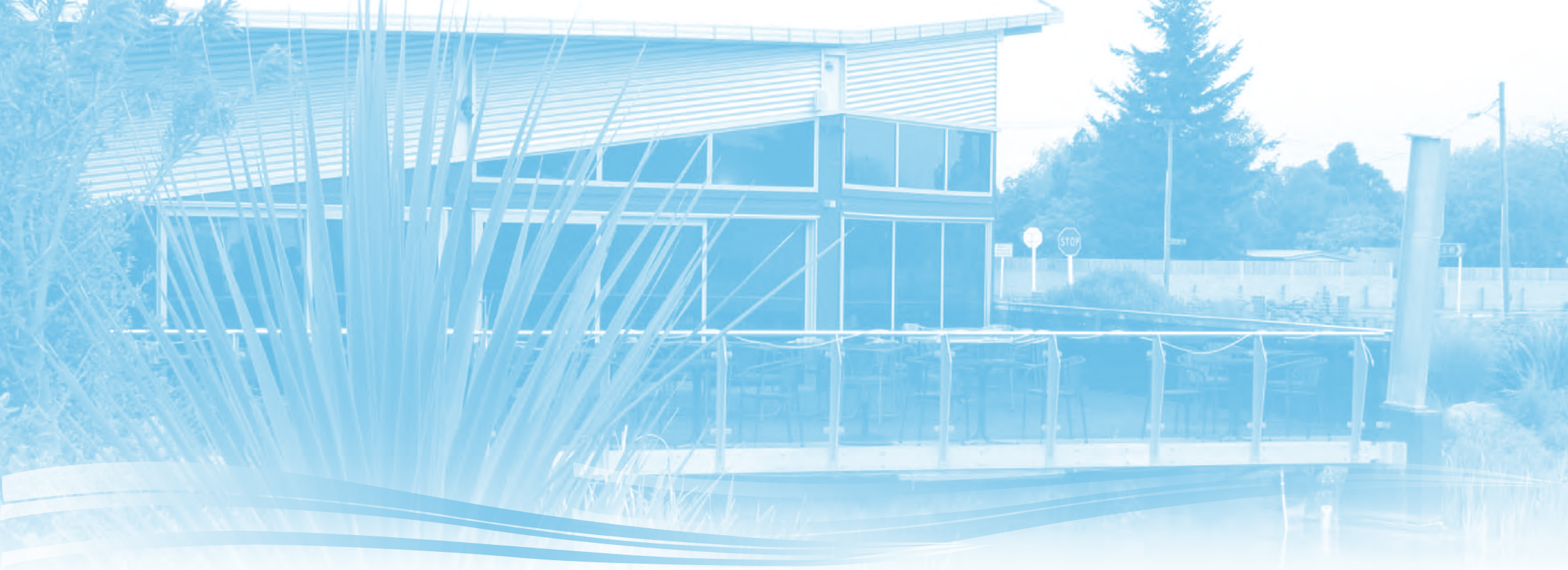
For the year ended 30 June

1. Operating statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Operating revenue										
40	Targeted rates	63	63	67	67	71	71	76	75	81	81
81	Other revenue	19	61	21	21	67	23	23	74	25	25
121	Total revenue	82	124	88	88	138	94	99	149	106	106
	Operating expenditure										
1,597	Council	1,530	1,646	1,659	1,659	1,806	1,851	1,819	1,983	2,005	2,007
54	Methven community board	64	64	68	68	72	73	77	76	82	82
23	Youth council	18	19	19	20	20	22	22	23	23	25
1,674	Total expenditure	1,612	1,729	1,746	1,747	1,898	1,946	1,918	2,082	2,110	2,114
(1,553)	Net operating surplus/(deficit)	(1,530)	(1,605)	(1,658)	(1,659)	(1,760)	(1,852)	(1,819)	(1,933)	(2,004)	(2,008)
	Funded by:										
1,553	General rates	1,530	1,605	1,658	1,659	1,760	1,852	1,819	1,933	2,004	2,008
–	Transfers (to)/from reserves	–	–	–	–	–	–	–	–	–	–
1,553	Total funding applied	1,530	1,605	1,658	1,659	1,760	1,852	1,819	1,933	2,004	2,008
	Total expenditure includes:										
	Depreciation	–	–	–	–	–	–	–	–	–	–

2. Capital and reserves funding statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Capital expenditure										
-	Council	-	-	-	-	-	-	-	-	-	-
-	Methven community board	-	-	-	-	-	-	-	-	-	-
-	Youth council	-	-	-	-	-	-	-	-	-	-
-	Total capital expenditure	-	-	-	-	-	-	-	-	-	-
-	Loan repayments	-	-	-	-	-	-	-	-	-	-
-	Capital to be funded	-	-	-	-	-	-	-	-	-	-
	Funded by:										
-	Depreciation funding	-	-	-	-	-	-	-	-	-	-
-	Loans raised	-	-	-	-	-	-	-	-	-	-
-	Transfers (to)/from reserves	-	-	-	-	-	-	-	-	-	-
-	Total funding applied	-	-	-	-	-	-	-	-	-	-
	Split of capital expenditure										
-	Capital – due to growth	-	-	-	-	-	-	-	-	-	-
-	Capital – increase in level of service	-	-	-	-	-	-	-	-	-	-
-	Capital – renewals	-	-	-	-	-	-	-	-	-	-
-	Total capital expenditure	-	-	-	-	-	-	-	-	-	-



Regulatory Services group of activities

District Planning • Environmental Health • Liquor Licensing • Animal Control • Building Regulation • Parking • Land Information

The regulatory group of activities contributes primarily to the following community outcomes:

- A thriving and diverse local economy
- Sustainable natural and built environments
- An enjoyable place to live
- A safe and healthy community
- An involved community with quality leadership

At a Glance - Regulatory services

Council is responsible for a number of planning and regulatory functions for the district, including:

- District planning
- Monitoring premises for safe food practices
- Checking water quality
- Licensing the responsible sale of alcohol
- Requiring the control of animals
- Regulating for safe buildings
- Enforcing parking regulations and bylaws
- Providing accurate land information

These functions aim to keep the community safe and healthy by minimising hazards, and deterring irresponsible behaviour. Council also protects our environment and promotes sustainable development of land.

Key Upcoming Projects

New dog pound facility – to be built on Council-owned land at a cost of approximately \$295,000.

Contribution to Community Outcomes

	Thriving economy	Sustainable environments	Enjoyable place	Safe & healthy	Leadership & community
District Planning	✓	✓	✓		
Environmental Health		✓		✓	
Liquor Licensing				✓	
Animal Control				✓	
Building Regulation	✓	✓		✓	
Parking	✓				
Land Information	✓	✓			✓

Strategic Issues and Responses

	Issue	Response
Economic Climate	<p>The recent economic downturn resulted in a lower level of activity in the property sector and in a correspondingly lower level in resource and building consent applications relative to longer term trends.</p> <p>The decline in activity resulted in lower revenue for Council from consent and inspection fees in the Building Regulation and District Planning activities in particular.</p> <p>There has been a noticeable increase in activity in recent months which may signal a return to more normal levels of activity.</p> <p>Uncertainty regarding demand for service makes resourcing and budgeting somewhat problematic.</p>	<p>The local economy has tended to outperform the Canterbury region and New Zealand as a whole, driven by relatively strong agricultural returns and investment in dairying and other agricultural sectors.</p> <p>Budgets have been based on historic trend information which has been at relatively low activity levels. This may mean income from consent fees is conservatively budgeted.</p>
Canterbury Earthquakes	<p>It is not clear at this time what impact the Canterbury Earthquakes may have on demand for Council's Building Regulation and District Planning services.</p> <p>This will depend on the eventual level of rebuilding of damaged buildings required and on any movement of residents and businesses from Christchurch to the district.</p>	<p>Council is monitoring the situation. Current building activity in the district as a result of the earthquakes does not indicate an increase in demand for services of a level that would unduly affect Council's ability to provide its normal levels of service.</p> <p>If demand increases significantly, increased resources may be required. These would be funded largely through an increase in inspection and consent fee revenues.</p>
Legislative Changes	<p>Legislative changes relevant to the regulatory services group of activities are likely to be made in the next ten years. This includes, but is not limited to, the following:</p> <ul style="list-style-type: none"> • Building Act, 2004 • Sale of Liquor Act, 1989 • Food Act, 1981 <p>Changes to relevant legislation could have resource implications for Council in the future. However it is unclear at this stage the exact impact any proposed changes will have on the way Council provides regulatory services, as impacts will vary dependent on what each legislative change requires.</p>	<p>The implications for Council from any changes to legislation affecting these activities are not known. Council has not budgeted for any changes to the current requirements on council from the relevant legislation.</p>

Potential Negative Effects

Any potential negative effects due to development and land use are managed through the District Plan. No other potential significant negative effects have been identified as being caused by provision of services included in the regulatory group of activities.

In More Detail

District Planning

Council has a responsibility to provide a statutory planning framework to assist the community in controlling development and land uses in the district.

This is achieved primarily through the District Plan, which has policy, rules and standards for a range of land use activities that reflect the responsibilities of the Council under the Resource Management Act.

The key functions of the District Planning activity are:

District Plan preparation: The operative Ashburton District Plan was adopted in September 2001 and a full review is currently being carried out. Submissions on the Proposed District Plan were invited during 2010. Hearings commenced in February 2011, but were interrupted by the Canterbury earthquakes. The hearings have now resumed and are expected to conclude in 2012.

District Plan administration: Includes processing of applications for resource consents including subdivisions and land uses, certificates of compliance, alterations to designations, and plan variations and changes. Council has a responsibility to monitor and enforce compliance with land use and subdivision consents, and to monitor the success of the District Plan in controlling and enabling land use issues identified by the Council.

Policy advice: The planning department provides policy advice on planning and development, conservation, design and heritage, transportation and environmental issues that affect Ashburton District.

Ashburton Town Centre Development - Baring Square East: Council is progressing the Ashburton Town Centre Concept Plan, and will undertake preliminary work, such as developing the programme of works, in 2012/13. This project will be subject to further consultation in 2013/14.

Environmental Health

The protection and promotion of public health is a statutory responsibility of Council. In addition to the administration of relevant legislative requirements, Council has developed bylaws specific to the requirements of the district related to health issues.

Council is authorised under legislation to license some premises and/or activities in the district. These include: camping grounds, hairdressers, amusement devices, premises used to prepare or sell food, and activities termed "offensive trades". Council also administers a trade waste bylaw which seeks to control discharges to the sewer system.

Licensing these activities gives the community a degree of control over the health and safety standards through Council monitoring and intervention. Council's aim is to create a trading and operating environment where there are no incentives to operate to a lower standard and where the community's health is protected.

The key functions of the activity are:

- Investigation of notifiable diseases and community education regarding these
- Monitoring community drinking water quality
- Responding to nuisance complaints
- Monitoring and enforcing Council bylaw requirements
- Promoting overall awareness and compliance with the activities covered
- Licensing, monitoring and enforcement of legislative and bylaw requirements of food premises and other activities, including:

Clean Heat Ashburton: Air pollution in winter in Ashburton needs to be improved to protect the health of our residents and to enable us to comply with the National Environmental Standard for Air Quality. Council is committed to improving the winter air quality in our town and is working in partnership with ECAN on the Clean Heat Ashburton project to encourage people to convert to clean heat approved heating appliances. Many home owners have already taken advantage of the Government subsidies that are currently available.

Managing soil contaminants: The National Environmental Standards for Managing Contaminants in Soil to Protect Human Health came into effect on 1 January 2012. This is now considered by Council when assessing applications for Resource Consent where the use of the site is being intensified. Where potential contamination is identified, detailed investigation will be requested and remediation works will be required prior to commencement of the development or activity.

Liquor Licensing

Councils are required to be the District Licensing Agency (DLA) for their district. The DLA administers the licensing functions of the Sale of Liquor Act through processing, assessing and granting applications for liquor licences and managers' certificates; and monitoring and enforcing the requirement of licences and certificates.

Council has adopted a Sale of Liquor Policy to guide the DLA in its decision-making. The policy sets out the DLA's approach with respect to:

- Hours of operation for different licence types and locations
- Requirements associated with managers' certificates
- The qualifications and/ or expected experience of applicants

Monitoring and enforcement: Council's Licensing Inspector works with Police, Medical Officer of Health, Fire Service and Council regulatory staff to monitor compliance with licensing requirements.

Gambling venue consenting: All new Class 4 gambling venues and venues wanting to increase the number of machines must apply to Council for venue consent. Council has a Class 4 Gambling Policy that details Council's approach to where new gambling venues may be situated and any restrictions on the number of pokie machines permitted.

Liquor Licensing Authority reporting: Council reports to the Liquor Licensing Authority in its capacity as the District Licensing Agency.

Animal Control

There are approximately 7,000 registered dogs in the Ashburton District registered to around 4,175 owners.

Councils have numerous responsibilities relating to the control of animals deriving from the Dog Control Act 1996 and the Impounding Act 1955, as well as local bylaws.

Council looks to protect the community from problems associated with poorly controlled animals, while allowing owners to keep animals within specified guidelines. Council maintains a dog registration system linked to the national dog database.

Animal control and impounding is contracted out to an independent service provider who provides a 24/7 - 365 day animal control service.

Infringement notices are issued to offenders by Council's Animal Control Systems Officer or by the service contractor. More serious cases such as dog attacks on persons or stock are usually prosecuted through the courts.

Wandering stock are impounded at the nearest practicable site utilising the temporary pound provisions of the Impounding Act 1955.

New dog pound facility: Council has approved the construction of a new dog pound facility to be built on Council-owned land at a cost of approximately \$295,000. This facility will be owned by Council and will be operated by the appointed Animal Control contractor.

Building Regulation

Council provides the community with services required by the Building Act 2004 and all other associated legislation. Council also provides the community with access to other associated information they may require.

Council aims to ensure that buildings are constructed to be durable and in a manner that ensures the safety and wellbeing of users.

The Council is the registered Building Consent Authority (BCA) for the district.

The key duties of the BCA are:

- Processing of building consents
- Inspection and certification of building construction
- Issuing consents and code compliance certificates
- Issuing compliance schedules for specified systems in commercial buildings
- To meet the standards required to be a BCA Council must also have systems in place to:
- Appropriately address service complaints
- Provide public information in the form of guides and information sheets
- Maintain Building Consent Authority Accreditation

Council also has wider responsibilities associated with building control functions, including:

- Issuing of project information memoranda (PIMs)
- Issuing certificates of acceptance
- Enforcement of the Building Code and associated legislation

Other functions undertaken as part of this activity are:

- Auditing of building warrant of fitness
- Monitoring of swimming pool fences

Building consent and inspection activity: Building activity in the district has decreased since 2007-08. Building consent numbers over the past three years have remained steady. However, the number of inspections carried out per building consent has increased due to changes in building legislation and regulations.

The increase in inspection activity reflects Council's commitment to ensuring that buildings meet the Building Code and legislative requirements providing safe building that are fit for purpose.

Earthquake prone buildings: Council has reviewed its approach to earthquake prone buildings following the Canterbury earthquakes. The risk to public safety will be reduced now that a more proactive approach has been adopted, with set timeframes for strengthening buildings based on their use and type of construction.

Parking

Council provides on and off street parking in shopping areas around the district. Parking in the urban areas of Ashburton District is provided to the public in three categories.

Free all-day parking: provided on most streets outside the central business districts of the main towns. Free all day parking is also provided in the Ashburton CBD in part of the West Street parking facility and in two off-street sites in Burnett Street.

Time-restricted parking: provided in high use areas throughout the district to ensure reasonable access to convenient parking. Time restrictions are enforced by Council parking enforcement staff.

Metered parking: provided only in the Ashburton central business district to ensure reasonable access to convenient parking. Metered parking is enforced by Council parking enforcement staff.

Parking in Ashburton, and particularly the town centre, is carefully designed and monitored so that as many people as possible have the opportunity to park in an area that has limited parking. This allows convenient access to shops and businesses for residents and visitors, and assists the business and commercial areas to function.

Council's parking enforcement officers monitor and issue infringement notices for:

- Parked at an expired meter
- Parked in excess of a time limit or in contravention of a bylaw
- Parked in prohibited areas, such as those marked 'no stopping', and loading zones
- Inconsiderate parking
- Any other stationary vehicle offence designated by statute such as failing to display a current warrant of fitness or registration label.

9,820 parking infringement notices were issued in the year ended 30 June 2011. The total value of these infringements was \$544,901.

Ashburton Parking Strategy: Council adopted a parking strategy for the Ashburton central business district in December 2011. The three goals of the strategy are:

- Improve short-term parking in the town centre east area
- Minimise long-term parking in residential streets
- Improve mobility impaired parking

The strategy identified areas of the town centre where parking problems are evident or emerging. Council will assess the issues identified in the strategy and develop a work programme. No specific projects have been budgeted for in the Long Term Plan.

Land Information

Council has obligations arising from section 44(a) of the Local Government Official Information and Meetings Act 1987 (LGOIMA), to provide specific, accurate property information upon request.

Council provides information on individual properties through land information memoranda, (LIM). A LIM contains information on land, built structures, District Plan zoning impacts, location of services and any other relevant information.

LIMs are prepared through a system of information management centred on property records and from other Council records, including those relating to rates, building consents, resource consents and licences. It is therefore essential that Council ensures accurate storage and efficient retrieval of this property information.

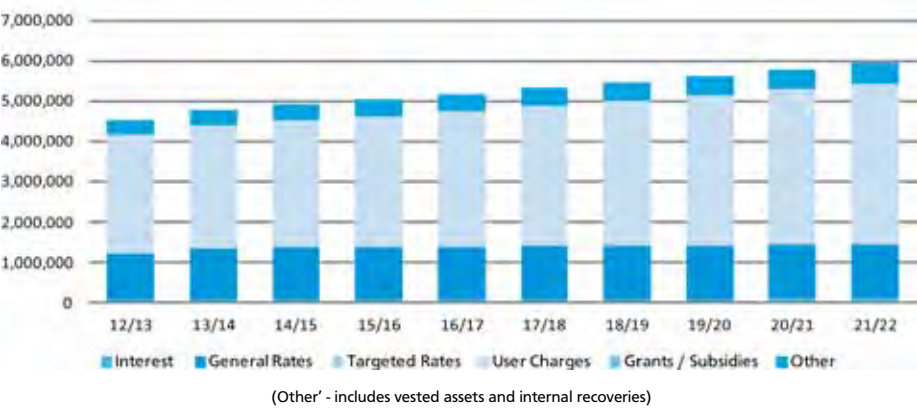
This service assists prospective property purchasers and property vendors by providing accurate information on which to base property ownership decisions.

Strategies and Policies that Support this Group of Activities

Strategy / Policy
Ashburton District Visitor Strategy
Ashburton District Events Strategy
Canterbury Water Management Strategy
Ashburton Zone Implementation Programme
Ashburton District Biodiversity Action Plan
Water Race Management Plan
Canterbury Natural Resources Regional Plan (NRRP)

Financial Overview²¹

Operating Income



Total Expenditure



²¹ Please note these two charts are not directly comparable, as the 'Operating Income' chart does not include capital income, and the 'Total Expenditure' chart includes capital expenditure.

Investing in our Future 2012 - 22

Capital Works Programme

New capital work refers to the development of new infrastructure which increases of the level of service provided and/or the capacity of the asset to service increased demand.

Description	2012/13	2013/14	2014/15	2015–22
	\$000s	\$000s	\$000s	\$000s
Parking pay & display meters	80	–	–	–
TOTAL CAPITAL EXPENDITURE	80	–	–	–

Operating Expenditure

Operating expenditure refers to the general ongoing costs of operating and maintaining the assets needed to deliver the service and other costs required for service delivery. Key projects within operating expenditure for regulatory services over the coming ten years include:

Description	2012/13	2013/14	2014/15	2015–22
	\$000s	\$000s	\$000s	\$000s
District plan review	90	–	–	–



Our Service - Regulatory Services

Community Outcomes

A thriving and diverse local economy

Sustainable natural and built environments

An enjoyable place to live

A safe and healthy community

An involved community with quality leadership

Activity

District Planning

Environmental Health

Liquor Licensing

Animal Control

Building Regulation

Land Information

Levels of Service

We provide an efficient and responsive consent processing service

We provide quality and timely district planning, processes, advice and information

Food services and premises are safe and healthy for the community

We respond efficiently to nuisance and noise complaints

Licensees are well informed of local and legislative requirements regarding the sale of alcohol

We maintain an accurate district record of dogs and their owners

We provide an efficient and responsive animal control service

We provide quality building and regulation services

We provide accurate information and advice to the community

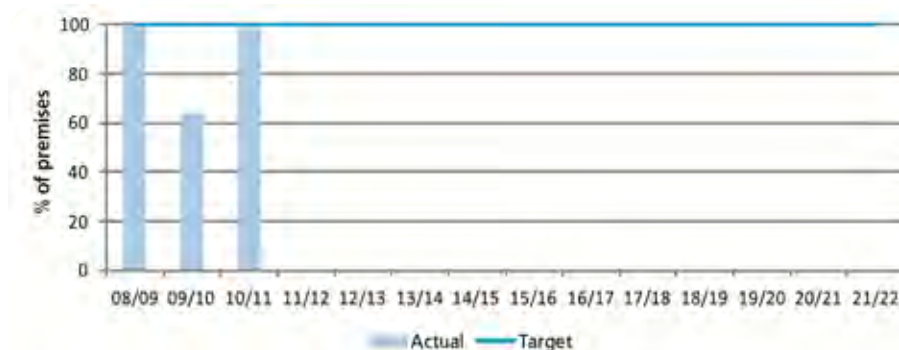
We provide an efficient and responsive building service

We provide a prompt and efficient land information memoranda service

Food services and premises are safe and healthy for the community

MEASURE 1 of 1: Registered food premises are inspected each year

TARGET: 100% of premises inspected each year



Licensees are well informed of local and legislative requirements regarding the sale of alcohol

MEASURE 1 of 1: Council's licensee newsletter is distributed to licensed premises

TARGET: 4 newsletters distributed per year

We maintain an accurate district record of dogs and their owners

MEASURE 1 of 1: Known dogs are registered or otherwise accounted for

TARGET: 98% of known dogs

We respond efficiently to nuisance and noise complaints

MEASURE 1 of 1: Noise complaints are responded to within 2 hours

TARGET: 100% of complaints responded to within 2 hours



We provide an effective and responsive animal control service**MEASURE 1 of 2:** Required response times for animal control incidents are met.**TARGET:** 95% of urgent incidents are responded to within one hour

95% of non-urgent complaints are responded to within two hours

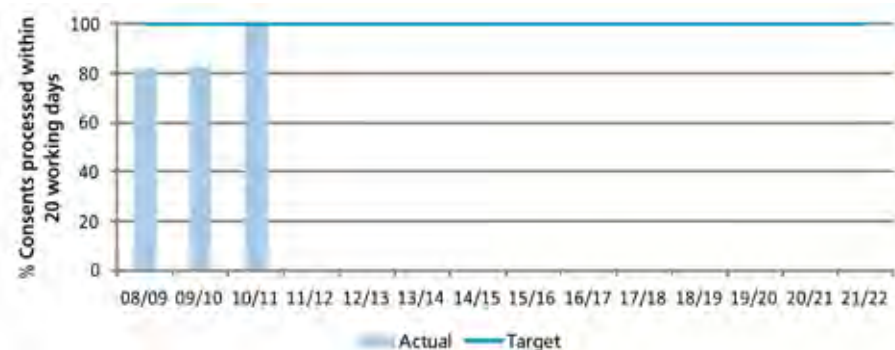
95% of routine complaints responded to within three days

MEASURE 2 of 2: Residents are satisfied with Council's animal control services**TARGET:** 85% of residents are satisfied***We provide quality building regulation services*****MEASURE 1 of 2:** Council maintains its Building Consent Authority accreditation.**TARGET:** Accreditation renewed after each review**MEASURE 2 of 2:** Buildings with compliance schedules are audited each year**TARGET:** 10% of all buildings with compliance schedules audited***We provide accurate information and advice to the community*****MEASURE 1 of 1:** Public information sheets reviewed annually. – NEW!**TARGET:** 100% of public information sheets are reviewed annually

We provide an efficient and responsive building service

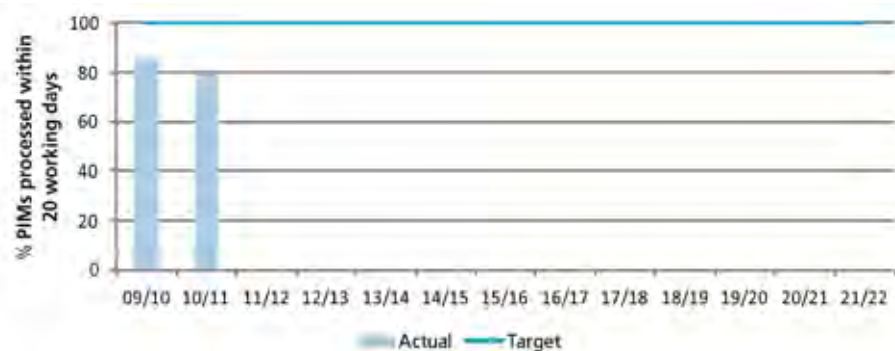
MEASURE 1 of 3: Building consents are processed and decision made within 20 working days

TARGET: 100% of consents



MEASURE 2 of 3: Project information memoranda are issued within 20 working days

TARGET: 100% of project information memoranda



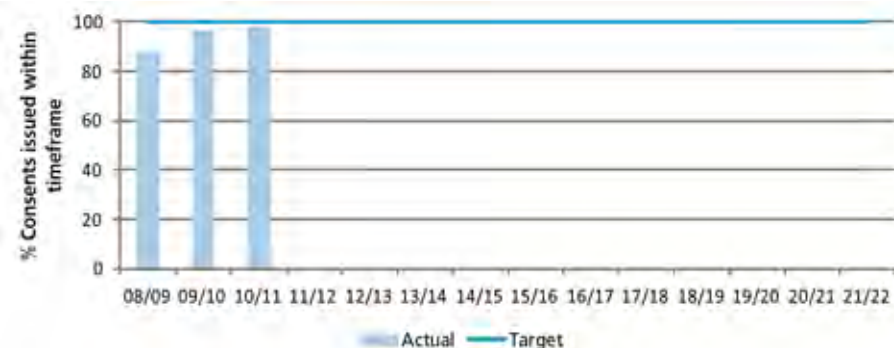
MEASURE 3 of 3: Complaints are responded to within 48 hours – ^{NEW!}

TARGET: 100% of complaints

We provide an efficient and responsive consent processing service.

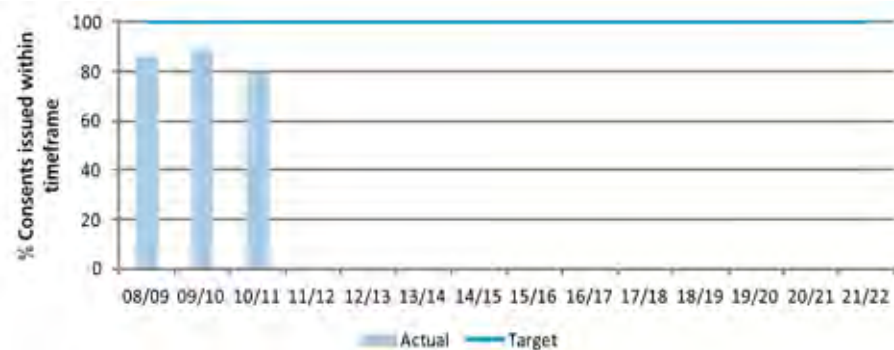
MEASURE 1 of 3: Resource consents are issued within required timeframes

TARGET: 100% of consents issued within timeframes.



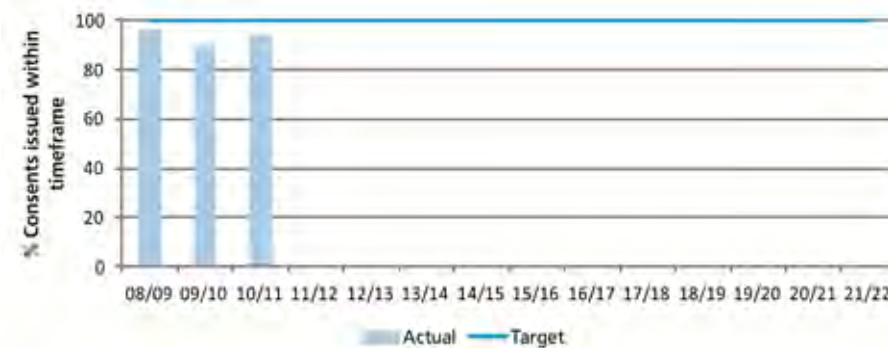
MEASURE 2 of 3: Subdivision plan approval certificates (RMA section 223) are issued within 15 working days

TARGET: 100% of certificates issued within 15 working days.



MEASURE 3 of 3: Subdivision consent compliance certificates (RMA section 224) certificates are issued within 15 working days

TARGET: 100% of certificates issued within 15 working days



We provide quality and timely district planning, processes, advice and information

MEASURE 1 of 2: Enquiries and complaints regarding resource consents are responded to within 10 working days

TARGET: 100% of enquiries and complaints.



MEASURE 2 of 2: Residents are satisfied with the standard of Council's district planning activities

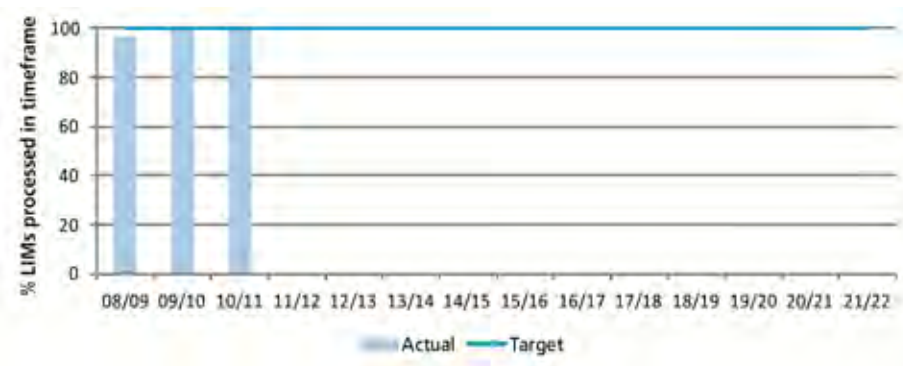
TARGET: 85% of residents are satisfied.



We provide a prompt and efficient land information memoranda service

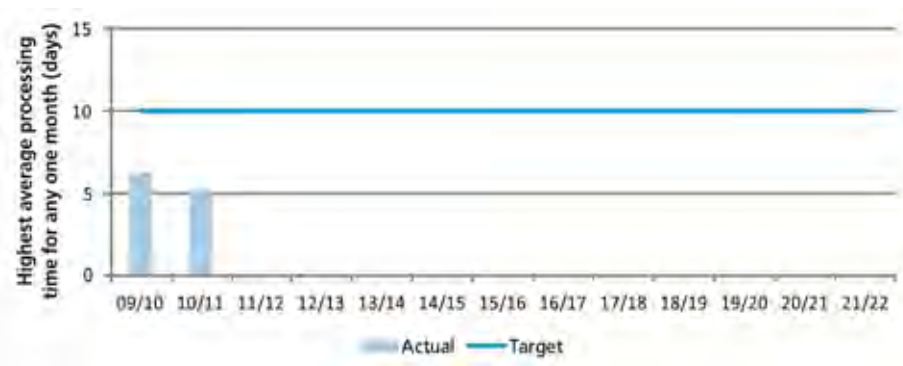
MEASURE 1 of 3: Land information memoranda are processed within 10 working days

TARGET: 100% of LIMs processed within 10 working days.



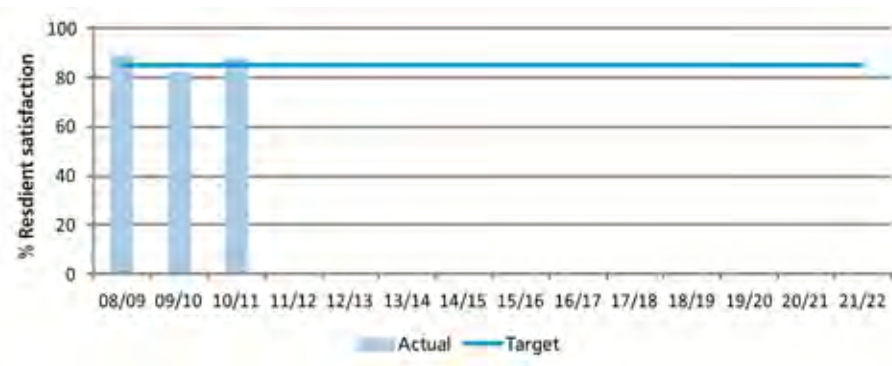
MEASURE 2 of 3: Average processing time of land information memoranda.

TARGET: No more than 10 days in any one month.



MEASURE 3 of 3: Residents are satisfied with land information services provided by Council

TARGET: 85% of residents are satisfied



Regulatory Services Cost of Service Statements

For the year ended 30 June

1. Operating statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Operating revenue										
2,913	Other revenue	3,410	3,517	3,632	3,757	3,889	4,022	4,156	4,294	4,449	4,605
2,913	Total revenue	3,410	3,517	3,632	3,757	3,889	4,022	4,156	4,294	4,449	4,605
	Operating expenditure										
401	Environmental health	406	414	426	438	451	465	477	491	508	523
136	Liquor licensing	138	142	147	151	155	161	165	170	176	182
289	Animal control	383	396	411	422	437	454	467	484	505	522
1,460	Building regulation	1,775	1,849	1,905	1,959	2,020	2,085	2,142	2,211	2,288	2,362
229	Water monitoring	245	253	261	268	277	286	294	304	315	325
286	Parking	331	342	353	366	379	393	407	420	437	450
1,306	District planning	986	903	914	923	936	951	960	974	994	1,009
174	Land information	96	101	104	107	111	115	118	122	127	131
4,281	Total expenditure	4,360	4,400	4,521	4,634	4,766	4,910	5,030	5,176	5,350	5,504
(1,368)	Net operating surplus/(deficit)	(950)	(883)	(889)	(877)	(877)	(888)	(874)	(882)	(901)	(899)
	Funded by:										
971	General rates	1,125	1,275	1,286	1,284	1,291	1,305	1,301	1,316	1,337	1,344
397	Transfers (to)/from reserves	(175)	(392)	(397)	(407)	(414)	(417)	(427)	(434)	(436)	(445)
1,368	Total funding applied	950	883	889	877	877	888	874	882	901	899
	Total expenditure includes:										
13	Depreciation	13	14	14	15	15	16	16	17	18	18

2. Capital and reserves funding statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Capital expenditure										
–	Environmental health	-	-	-	-	-	-	-	-	-	-
–	Liquor licensing	-	-	-	-	-	-	-	-	-	-
5	Animal control	-	-	-	-	-	-	-	-	-	-
–	Building regulation	-	-	-	-	-	-	-	-	-	-
–	Parking	80	-	-	-	-	-	-	-	-	-
–	District planning	-	-	-	-	-	-	-	-	-	-
–	Land information	-	-	-	-	-	-	-	-	-	-
5	Total capital expenditure	80	-	-	-	-	-	-	-	-	-
–	Loan repayments	100	225	225	225	225	225	225	225	225	225
5	Capital to be funded	180	225	225	225	225	225	225	225	225	225
	Funded by:										
13	Depreciation funding	13	14	14	15	15	16	16	17	18	18
454	Loans raised	90	-	-	-	-	-	-	-	-	-
(462)	Transfers (to)/from reserves	77	211	211	210	210	209	209	208	207	207
5	Total funding applied	180	225	225	225	225	225	225	225	225	225
	Split of capital expenditure										
–	Capital – due to growth	80	-	-	-	-	-	-	-	-	-
5	Capital – increase in level of service	-	-	-	-	-	-	-	-	-	-
–	Capital – renewals	-	-	-	-	-	-	-	-	-	-
5	Total capital expenditure	80	-	-	-	-	-	-	-	-	-



Miscellaneous

The miscellaneous group of activities covers all capital expenditure made by overhead departments of Council, any unallocated operating expenditure, and the interest and dividend income from Council's shareholdings.

Miscellaneous Cost of Service Statements

For the year ended 30 June

1. Operating statement

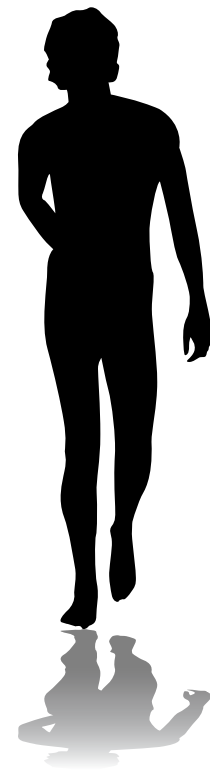
Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Operating revenue										
1,651	Other revenue	2,144	2,078	2,070	2,068	2,172	2,204	2,199	2,030	1,930	1,960
1,651	Total revenue	2,144	2,078	2,070	2,068	2,172	2,204	2,199	2,030	1,930	1,960
	Operating expenditure										
484	Non-allocated expenses	483	490	495	328	351	373	390	402	419	447
484	Total expenditure	483	490	495	328	351	373	390	402	419	447
1,167	Net operating surplus/(deficit)	1,661	1,588	1,575	1,740	1,821	1,831	1,809	1,628	1,511	1,513
	Funded by:										
(1,066)	General rates	(1,475)	(1,398)	(1,407)	(1,591)	(1,630)	(1,632)	(1,589)	(1,388)	(1,260)	(1,230)
(101)	Transfers (to)/from reserves	(186)	(190)	(168)	(149)	(191)	(199)	(220)	(240)	(251)	(283)
(1,167)	Total funding applied	(1,661)	(1,588)	(1,575)	(1,740)	(1,821)	(1,831)	(1,809)	(1,628)	(1,511)	(1,513)
	Total expenditure includes:										
-	Depreciation	-	-	-	-	-	-	-	-	-	-

2. Capital and reserves funding statement

Annual Plan		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
2011/12		2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
(\$000)		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
	Capital expenditure										
996	Miscellaneous	1,080	1,089	970	1,174	1,304	1,210	1,280	1,243	1,492	1,789
996	Total capital expenditure	1,080	1,089	970	1,174	1,304	1,210	1,280	1,243	1,492	1,789
1,970	Loan repayments	30	30	3,030	30	59	91	117	141	157	194
2,966	Capital to be funded	1,110	1,119	4,000	1,204	1,363	1,301	1,397	1,384	1,649	1,983
	Funded by:										
1,940	Loans raised	-	-	-	290	315	266	239	162	367	618
1,026	Transfers (to)/from reserves	1,110	1,119	4,000	914	1,048	1,035	1,158	1,222	1,282	1,365
2,966	Total funding applied	1,110	1,119	4,000	1,204	1,363	1,301	1,397	1,384	1,649	1,983
	Split of capital expenditure										
-	Capital – due to growth	70	-	-	-	-	-	-	-	-	-
771	Capital – increase in level of service	290	306	139	466	207	274	236	503	41	506
225	Capital – renewals	720	783	831	708	1,097	936	1,044	740	1,451	1,283
996	Total capital expenditure	1,080	1,089	970	1,174	1,304	1,210	1,280	1,243	1,492	1,789

Part 5

Fees and Charges



Schedule of Fees and Charges 2012/13

Notes: The following notes should be read in conjunction with the schedule of fees and charges:

- All fees are inclusive of GST at the rate of 15%.
- All fees and charges scheduled apply to the 2012/13 year only. Any changes necessary will be made by resolution of Council.
- While Council has aimed to provide a complete and accurate schedule of charges, if any errors or omissions are identified, charges will be calculated by reference to the appropriate underlying authority/resolution. Council reserves the right to vary and introduce fees and charges at its discretion.
- All fees are fixed fees, unless stated as minimum charge and charged at time and cost (T/C)

1. Building Regulation

All fees stated below are a **minimum** fee. When the cost of receiving and processing a building consent and/ or related processes exceeds the stated fee (minimum charge) the Council may recover all additional costs on a time and cost basis. ^(A)

Time in excess of that covered by minimum fees will be charged in 30 minute increments for each half hour or part thereof.

Additional costs incurred by Council to provide the service required, such materials and consultants are charged at the cost to Council plus a 10% cost for administration.

	1 July 2012 – 30 June 2013
1.1 Charge-out Rates	
Administration Officer – per hour	\$90.00
Building Regulation Officer – per hour	\$129.00
Senior Building Regulation Officer – per hour	\$155.00
Vehicle Charge-Out Rate – per kilometre	\$1.00 per km
Miscellaneous Documents	\$90.00
1.2 Building Consent - Projects up to \$19,999 value – Minimum charges	
PIM Fee (up to 30 minutes) ^(A)	\$77.60
Administration ^(A)	\$154.80
Processing Fee (up to one hour) ^(A)	\$129.00
Code of Compliance Certificate Fee (up to 30 minutes) ^(A)	\$65.00
Inspection Fee (per inspection – up to one hour) ^(A)	\$162.00
District Plan Compliance Fee ^(A)	\$27.00

1. Building Regulation continued

1 July 2012 – 30 June
2013**1.3 Building Consent - Projects Between \$20,000 and \$99,999 value – Minimum charges**

PIM Fee (up to one hour) ^(A)	\$155.10
Administration ^(A)	\$194.40
Processing Fee (up to one hour) ^(A)	\$129.00
Code of Compliance Certificate (up to one hour) ^(A)	\$129.00
Inspection Fee per inspection – (up to one hour.) ^(A)	\$162.00
BCA Accreditation levy – per \$1,000 of project value	\$0.50
BRANZ levy – per \$1,000 of project value	\$1.00
DBH levy – per \$1,000 of project value	\$2.01
District Plan Compliance Fee ^(A)	\$55.00

1.4 Building Consent - Projects Between \$100,000 and \$499,999 – Minimum charges

PIM Fee (up to one hour and 45 minutes) ^(A)	\$271.60
Administration ^(A)	\$310.80
Processing (up to one hour) ^(A)	\$129.00
Code of Compliance Certificate Fee (up to 2 hours) ^(A)	\$259.00
Inspection Fee (per inspection – up to 1 hour) ^(A)	\$162.00
BCA Accreditation levy – per \$1,000 of project value	\$0.50
BRANZ levy – per \$1,000 of project value	\$1.00
DBH levy – per \$1,000 of project value	\$2.01
District Plan Compliance Fee ^(A)	\$115.00

1.5 Building Consent - Projects \$500,000 and Above – Minimum charges

PIM Fee (up to 2 hours and 30 minutes) ^(A)	\$387.90
Administration ^(A)	\$387.60
Processing Fee (up to 1 hour) ^(A)	\$129.00
Code of Compliance Certificate Fee (up to 2 hours) ^(A)	\$259.00
Inspection Fee (per inspection – up to one hour.) ^(A)	\$162.00
BCA Accreditation levy – per \$1,000 of project value	\$0.50
BRANZ levy – per \$1,000 of project value	\$1.00
DBH levy – per \$1,000 of project value	\$2.01
District Plan Compliance fee ^(A)	\$115.00

1. Building Regulation continued

1 July 2012 –
30 June 2013

1.6 Building Consents – General Fees – Minimum charges

Demolition (Residential) ^(A)	\$305.00
Building Consent Amendment - Application Fee	\$97.00
Building Consent Amendment – Processing Fee (per hour)	\$129.00
Additional Inspection (per inspection – up to one hour.) ^(A)	\$162.00
Building Consent extension of time	\$97.00
Building Consent Activity Report – per month	\$15.00
Building Consent Activity Reports – per year	\$150.00
Fencing of Swimming Pool (per inspection – up to 1 hour.) ^(A)	\$162.00
Compliance Schedule Fee ^(A)	\$129.00
Compliance Schedule Audit ^(A) – section 111 Building Act Building Building	\$135.00 per hour
Consent Holding Fee – for building consents granted but not uplifted by applicant & or held awaiting further information: Monthly Fee	\$50.00
Marquee Application Fee (max. of 3 Marquees per application)	\$168.00
Marquee Inspection Fee (per inspection – up to 1 hour.) ^(A)	\$162.00
Heating Appliances ^(A)	\$304.00
Solar Hot Water Heater (Stand Alone) ^(A)	\$433.00
Notice to Fix ^(A)	\$67.00
Notices for section 73 or 77 of the Building Act 2004 ^(A)	\$92.00
Certificate for Public Use ^(A)	\$249.00

1.7 Hairdresser Warrant of Fitness

\$31.00

1.8 Building Warrant of Fitness - Administration Fee

\$110.00

1.9 Property File Inspection Fee ^(A)

\$15.00 per file

Note: ADC ratepayers can inspect one of their own files once per year free of charge.

1.10 Written/photocopied information in respect of any Building Consent

\$32.00

1.11 Certificate of Acceptance – Application Fee ^(A) - section 96-99 Building Act 2004

\$562.00

1.12 Fire Service Audit Fee ^(A)

\$162.00

2. Development Contributions – 1 July 2012 – 30 June 2013

Further information on Development Contributions can be found in Council's "Policy on Development and Financial Contributions".

Catchment	Water	Wastewater	Community Infrastructure	Total
Ashburton	\$995	\$3,023	\$1,500	\$5,518
Lake Hood	-	\$3,023	\$1,500	\$4,523
Methven	\$3,667	\$326	\$1,500	\$5,493
Rakaia	\$131	-	\$1,500	\$1,631
Hinds	\$1,269	-	\$1,500	\$2,769
Fairton	\$2,309	-	\$1,500	\$3,809
Chertsey	\$2,197	-	\$1,500	\$3,697
All Other	-	-	\$1,500	\$1,500

3. Food Hygiene Licence Renewal Fee (1 July 2012 – 30 June 2013) as covered by Council Bylaw.

"Risk Rating" relates to the type of work being undertaken at the premises. "Inspection Rating" relates to the past performance of the premises.

(Contact a Council Environmental Health Officer for definition of gradings and risks)

Inspection Rating	Grade	Risk Rating – 1	Risk Rating – 2	Risk Rating – 3	Risk Rating – 4
18–20	A – Excellent	\$122.70	\$147.20	\$171.70	\$196.30
14–17	B – Good	\$184.00	\$294.40	\$343.50	\$392.50
8–13	C – Adequate	\$245.30	\$441.60	\$686.90	\$803.50
<8	D – Unsatisfactory	\$368.00	\$588.80	\$1,030.40	\$1,570.10

4. Land Information Memorandum (LIM)

1 July 2012 –
30 June 2013

4.1 Land Information Memorandum (LIM) Fee

Residential property	\$248.40
Non-residential property	\$496.80

5. Liquor Licensing and Gambling Venue Consent Fees

1 July 2012 –
30 June 2013

5.1 Liquor Licence Fees – Set by statute

Special Licence	\$64.40
On-Licence	\$793.20
Off-Licence	\$793.20
Manager's Certificate	\$135.00
Temporary Authority and BYO	\$135.00
Club Licence	\$793.20
Renewal of On / Off / Club Licence	\$793.20
Planning & Building Certificate for On / Off / Club Licence	\$51.10

5.2 Gambling Venue Consent Fee

\$575.00

6. Public Health Licensing

1 July 2012 –
30 June 2013

6.1 Hairdressers Licence

\$122.70

Change of Ownership	\$51.10
Extra inspection fee for non-compliance per inspection	\$76.70

6.2 Funeral Directors Licence

\$122.70

Change of Ownership	\$51.10
Extra inspection fee for non-compliance per inspection	\$76.70

6. Public Health Licensing continued

1 July 2012 –
30 June 2013

6.3 Camping Ground Licence	\$122.70
Change of Ownership	\$51.10
Extra inspection fee for non-compliance per inspection	\$76.70
6.4 Offensive Trades Licence	\$122.70
Change of Ownership	\$51.10
Extra inspection fee for non-compliance per inspection	\$76.70
6.5 Food Premises	
New Food Premises	\$245.30
Extra inspection fee for non-compliance per inspection	\$76.70
6.6 Mobile Shop or Stall Licence (Other than Food)	\$51.10
6.7 Mobile Shop or Stall Licence (Food) – assumes complying inspection	
Risk A	\$51.10
Risk B	\$76.70
Risk C	\$102.20
Additional Inspection Fee per inspection	\$76.70
6.8 Single Event Mobile Shop or Stall Licence (Food) – assumes complying inspection	
Risk A	\$20.40
Risk B	\$30.70
Risk C	\$40.90
Additional inspection fee per inspection	\$76.70

7. Miscellaneous Licensing

1 July 2012 –
30 June 2013

7.1 Hawker's and Itinerant Trader's Licence	\$51.10
7.2 Circus and Fair Licence – per day	\$70.00
Ground rental – per day	\$290.00
Deposit	\$1200.00
7.3 Amusement Devices Fee – set by statute	
First device	\$11.50
Each subsequent device	\$2.30

8. Rural Fire Protection

1 July 2012 –
30 June 2013

8.1 Fire Permit	\$76.70
8.2 Extra Inspections for extension to a fire permit (per inspection)	\$10.20

9. Planning and Resource Consents

All fees stated below are a minimum fee. When the cost of receiving and processing an application or a plan change exceeds the stated fee (minimum charge) the Council may recover all additional costs on a time charge basis. (C) Additional charges will be determined on the basis of actual and reasonable costs.

Time in excess of that covered by minimum fees will be charged in 30 minute increments to the nearest half hour. Costs incurred by Council, such as travel, materials and consultants are charged at the cost to Council plus 10% cost of administration.

For monitoring, any time, travelling expenses, and other costs in excess of that covered by the resource consent fees will be recovered on a time charge basis.

If the cost of receiving and processing a resource consent application is less than the prescribed fee, Council may refund the difference to the applicant (D)

1 July 2012 –
30 June 2013

9.1 Charge-Out Rates – for pre application advice (first 30 minutes free of charge), resource consent administration, processing, monitoring, enforcement and plan changes. (per hour)	
Senior District Planner / Planner	\$150.00
Planning Officer / Assistant Planner	\$95.00
Affixing seal	\$80.00
Miscellaneous documents	\$80.00
9.2 Application for change to District Plan^(C) (D)	
This fee is a deposit only. See notes above.	\$10,000.00
9.3 Resource Consent Applications: Minimum charges^(C) – Please note all fees specified are a deposit, with any additional time charged on a time and cost basis	
9.4 Land Use	
Non-notified (except as specified below)	\$800.00
Full / limited notified (D)	\$3,800.00
Non-notified application for non-compliance with internal setback and / or recession plane rules only	\$650.00

9. Planning and Resource Consents continued

1 July 2012 –
30 June 2013**9.5 Subdivision**

Non-notified	\$800.00
Full / limited notified (D)	\$3,800.00
Per lot fee (for the fourth lot and each additional lot above, including reserves for utilities / recreation)	\$55.00
Section 223 Certificate	\$105.00
Section 224 Certificate	\$205.00
Section 226 Certificate	\$205.00
District Land Registrar consultation	\$105.00
Right of way consent – Section 348 of LGA 2002	\$310.00

9.6 Hearing Panel Charges (additional to fee for full/limited notification)

Commissioner	At cost +10%
Panel comprising 2 Councillors (per hour)	\$175.00
Panel comprising 3 Councillors (per hour)	\$255.00
Pre-hearing meeting (per hour)	\$260.00

9.7 Other Applications – Minimum charge ^(c)

For any application lodged under the following sections

S10 (2) Extension of existing use rights	\$260.00
S125 Extension of time for consent	
S127 Application to change or cancel any condition	
S139 Certificate of Compliance	
S181 Application for alteration to a designation	
S184 Extension of time for designations	
S176 Application for outline plan	

9.8 Rapid Number Plate

Allocation of new Rapid Number (includes plate)	\$40.00
Replacement Rapid Number Plate	\$25.00

10. Bylaw Fees and Fines

When the cost of bylaw monitoring and/ or enforcement and related processes exceeds the stated fee (minimum charge) the Council may recover all additional costs in a time and cost basis ^(E)

	1 July 2012 – 30 June 2013
10.1 Fees under the Ashburton District Bylaws	
Licence to keep bees or poultry (urban areas)	\$25.60
Licence to keep stock (urban areas)	\$25.60
Charge for removal of advertising signs ^(E)	\$153.30
Regulatory Functions and Enforcement ^(E)	\$76.70
10.2 Litter Fines	
Infringement Fee – (maximum permitted)	\$408.90
Clean-up relating to litter and illegal dumping infringements ^(E)	\$51.10
10.3 Noise Equipment Seizure – Return of seized equipment ^(E)	\$102.20

11. Water Sampling – Private Supplies

The fee stated below is a minimum fee. When the cost of water testing exceeds the stated fee (minimum charge) the Council may recover all additional costs on a time charge basis. ^(F)

	1 July 2012 – 30 June 2013
11.1 Bacteriological Water Testing – Minimum charge ^(F)	\$25.60

12. Water Services – Service Connection Fees

1 July 2012 –
30 June 2013

12.1 Service Connection Application and Inspection Fee (payable on application)

Single Service – for one type of service i.e. water only or sewer only

\$300.00

Multiple Services – two or more types of service i.e. water & sewer or sewer & stormwater etc.

\$350.00

Note: Only Council-approved contractors can undertake service connection or disconnection work. The scope of the work includes all construction work from the property boundary up to and including connection to the Council main* (or kerb and channel for stormwater connections).

The applicant is required to engage an "Approved Contractor" of their choice and meet the costs of the work directly. Council undertakes to inspect the work during and/ or at the completion of construction. Written approval of the physical work will be provided to the applicant and the contractor.

12.2 Water Main Tapping Fee (payable on application)

Connections 50mm diameter and smaller – Ashburton

\$168.50

Connections 50mm diameter and smaller – Other ADC supplies

\$268.50

Connections greater than 50mm diameter (all supplies)

At cost

Due to the requirement to protect the integrity of public water supplies, the physical work associated with live tapping of water mains shall be undertaken only by Council's maintenance contractor. The cost of this work will be recovered by Council.

(Deposit
\$1,000)

12.3 NW Ashburton Reticulation Cost Recovery Fee

\$1,167.00

This fee recovers the cost of providing reticulation to the North West Ashburton area and is payable at the time of application to connect to the Ashburton water supply. The fee applies to new connections to the Ashburton water supply in the following locations:

- Farm Road (Middle Road to Racecourse Road)
- Allens Road (Mill Creek to Racecourse Road)
- Carters Road (Farm Road to Allens Road)
- Racecourse Road (Farm Road to Belt Road)

Note: This fee is in addition to development contributions, service connection application and inspection fee and main tapping fee.

12.4 Additional Inspection – payable by contractor should re-inspection be required

\$83.00

12.5 Service Disconnection Fee (Invoiced at completion)

At cost

12.6 Bulk Water Charge (Per m³) – For water supplied through contractor filling points (or nominated hydrants) for purposes other than fire-fighting and hydrant testing – All supplies

\$3.90 per m³

12. Water Services – Service Connection Fees continued

1 July 2012 –
30 June 2013

12.7 Water Meter Testing Charge (Payable on Application)

Where a customer believes their water meter is not measuring correctly, the customer can apply to have the water meter tested for accuracy. This fee includes the cost of recovering the meter, testing at an approved facility, and the provision of a test report.

If the tested meter fails to meet the accuracy requirements detailed in the ADC Bylaw, the cost of the testing is refunded.

• Meter smaller than 25mm diameter – Ashburton water supply	\$264.20
• Meter smaller than 25mm diameter – Other ADC water supplies	\$354.20
• Meter 25mm diameter or larger – All ADC water supplies	At cost

13. Roothing and Footpaths

1 July 2012 –
30 June 2013

13.1 Vehicle Crossing (application fee only, costs to construct carried by the applicant)	\$130.00
13.2 Sealing or Resealing Rural Gateways – Applicant must pay 60% of the cost to carry out the physical work (at the current rates at the time of sealing)	60% of total cost
13.3 Sealed Road Reinstatement for Pipe or Cable Crossing Under Road	
Permit – applies to all road crossings	\$55.00
Metal Surface Reinstatement (undertaken by applicant)	Nil
13.4 Sealed Surfaces – must be undertaken by Council	
Charges according to the diameter of the pipe	
Up to 125 mm	\$65.00
150 – 300 mm	\$110.00
375 – 450 mm	\$130.00
525 – 600 mm	\$175.00
750 mm	\$220.00
900 mm	\$265.00
975 – 1050 mm	\$375.00
1200 mm	\$440.00
1350 mm	\$485.00
1600 mm	\$550.00
1800 mm	\$660.00

14. Parks and Recreation

1 July 2012 –
30 June 2013

14.1 Ashburton Domain – Hire of picnic ground (plus \$25 refundable key bond)	\$30.00
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15. Property

1 July 2012 –
30 June 2013

15.1 Signing Documents Under Seal	
Registerable Memorandum of Transfer of Lease	\$90.00
Registerable Memorandum of Variation of Lease	\$90.00
Registerable Memorandum of Lease	\$90.00
Registerable Deeds of Lease	\$90.00
Registerable Variation of Deeds of Lease	\$90.00
Non-Registerable Deeds of Lease (Reserves, Hut Sites etc.)	\$90.00
Consents to Transfer Lessees Interest (non-registerable deeds)	\$90.00
New Leases prepared "in house" (non-registerable deeds)	\$200.00
New Licences to occupy prepared "in house"	\$145.00
15.2 Mobile Shop or Stall Site Rental	
Methven site rental – per week	\$16.00
Ashburton site rental – per week	\$107.00

16. Refuse and Recycling

1 July 2012 –
30 June 2013

16.1 Kerbside Refuse Collection	
Prepaid Refuse Bags – roll of 5 bags	\$10.00
Recycling Bin	\$13.30
Recycling Bag (Blue) – Rakaia – per bag	\$0.60
Recycling Bag (Green) – Rakaia – per bag	\$0.60

16. Refuse and Recycling continued

1 July 2012 –
30 June 2013**16.2 Ashburton Transfer Station Fees**

Minimum charge (up to 80kg)	\$8.20
Green waste – per tonne	\$95.10
Residual waste – per tonne	\$210.25
E-Scrap (only CRT monitors, flatscreen monitors and televisions)	\$6.00
Car body – each	\$59.30
Clean and sorted concrete waste and demolition waste – per tonne	\$136.00

16.3 Rakaia Resource Recovery Park

Minimum charge	\$8.20
Residual waste – per m ³	\$79.60
Greenwaste – per m ³	\$25.60
Waste is charged on volume basis (m ³) at the Rakaia resource recovery park	
E-Scrap (only CRT monitors, flatscreen monitors and televisions)	\$6.00

16.4 Methven Greenwaste and Inorganic Material Drop Off Facility

Minimum charge	\$8.20
Inorganic / inert material – per / m ³	\$55.20
Greenwaste – per / m ³	\$25.60
Waste is charged on volume basis (m ³) at the Methven Greenwaste and Inorganic Material Drop Off Facility.	

16.5 Tyre Disposal – Ashburton and Rakaia Resource Recovery Park only

Car / Light Truck / 4x4 per tyre	\$5.10
Heavy Truck per tyre	\$10.20
Tractor Tyre	Not accepted

17. Cemetery

The maximum number of interments in Ashburton District Council administered cemetery plots, subject to ground conditions permitting, is as follows:

- Up to one casket and two ashes urns interred in one grave plot
- Up to two caskets interred in one grave plot, and no ashes urns unless under exceptional circumstances
- Up to four ashes urns interred in one grave plot
- Up to two ashes urns interred in one cremation plot

	1 July 2012 – 30 June 2013
17.1 Interment Fees	
Burial fee	\$840.50
Burial of stillbirth child	\$222.50
Burial of infant under 9 years	\$403.50
Burial of ashes	\$187.00
17.2 Additional Interment Fees	
Additional fee for less than eight (8) working hours notice of burial	\$187.00
Additional fee for burial performed up to 1:00 pm on a Saturday (including digging and /or burial where the casket is in the ground and ceremony completed)	\$195.00
Additional fee for burial past 1:00 pm on Saturday, all day Sunday, and on any statutory or recognised holiday. (NB the additional fee outlined in (b) above is not charged if (c) is applicable)	\$569.50
Additional fee for work after 4:30 pm. Where possible funeral ceremonies should be clear of the cemetery by 4:00 pm to enable the sexton to close the grave.	\$195.00
Disinterment fee	\$488.00
Re-interment fee	\$488.00
Extra depth (i.e. grave deeper than 1.5m / 200 mm)	\$106.50
Re-open grave for second interment (in addition to interment fee)	\$106.50
For work involved in piercing, cutting or removing stone, brickwork, concrete or similar material for the purpose of opening, for interment, disinterment or any other purpose any grave or vault (in addition to any interment, disinterment, reopening and any other fees payable)	\$276.50
17.3 Non-resident / Ratepayer Fee. Applies to all cemeteries	
“Resident of Ashburton District” means any person who has resided in the District for a period of 3 months of his or her life, and does not include a person who has been temporarily in the District at the time of death or during illness immediately preceding death	Additional 30% of plot and interment fee

17. Cemetery continued

1 July 2012 –
30 June 2013

17.4 Purchase of Burial or Cremation Plot: For the purchase of the exclusive right in perpetuity of burial in Division 1 of the standard cemetery or the lawn cemetery and the issue of a Certificate of Purchase:

1. Grave plot measuring 2.75m by 1.22m (standard cemetery) – no concrete beam	\$558.50
2. Grave plot measuring 3.12m by 1.22m (lawn cemetery) – includes concrete beam	\$1,009.00
3. Grave plot measuring 1.8m by 0.60m (children's section) – includes concrete beam	\$723.50
4. Cremation plot	\$531.50

17.5 Duplicate Certificate of Purchase \$71.50

17.6 Approval of Plans and Specifications of proposed tombstone, memorial, vault or similar and the issue of a permit for the erection and construction. \$47.50

17.7 Cemetery Record Printout \$3.70

Council pays a ten percent (10%) commission on collection of cemetery fees to funeral directors arranging interments in Ashburton District cemeteries.

18. Trade Waste Disposal

1 July 2012 –
30 June 2013

18.1 Registration fee for a trade waste consent	\$115.00
18.2 Annual charge for a permitted category	\$86.90
18.3 Annual charge for conditional consents	\$143.10
18.4 Transgression follow up inspections/investigations	At Cost
18.5 Trade waste excess volume charges – per m ³	\$0.50
18.6 Trade waste excess BOD5 charges – per kg	\$1.80
18.7 Septic tank waste – per m ³	\$12.30

19. Administration

1 July 2012 –
30 June 2013

19.1 Parking Meter Hood – per day	\$10.20
19.2 Parking Meter Charges	
P30 and P60 meters	0.60 per hour
P120 meters	0.40 per hour
19.3 Staff search / research fee (first 1/2 hour)	\$31.50
Staff search / research fee (per hour or part thereof after first 1/2 hour)	\$52.50
Includes costs associated with research required to respond to requests made under the Official Information Act and the Local Government Information and Meetings Act	
19.4 Taxi Rank Access Fee – per taxi – per year	\$76.70
19.5 Photocopy / Printing Charges	
A4 – per page black and white	\$0.20
A4 – per page colour	\$0.40
A3 – per page black and white	\$0.40
A3 – per page colour	\$0.80
A2 Plans per page	\$4.00
A1 Plans per page	\$6.00
A0 Plans per page	\$9.00
A2 – A0 Full colour posters	At cost
19.6 Rates Search and GIS Fees	
Set-up Fee – First 30 minutes only	\$40.90
After first 1/2 hour –fee per hour	\$81.80

20. Library

1 July 2012 –
30 June 2013**20.1 Rentals and Services**

Reserved books	\$2.00
Inter-loan requests – minimum fee	\$5.10
Videos/DVDs – Adults – per week	\$2.60
Videos/DVDs Sets – Adults – per week	\$6.10
Rental books per issue	\$1.00
Rental magazines per issue	\$1.00
Replacement card	\$3.10
Cancelled books	\$1.00
Non-resident issues – Adults – surcharge	\$1.00
Non-resident issues – Children's – surcharge	\$0.50
Research fee – per 30 minutes	\$15.30
Book covering – per book	\$3.10

20.2 Fines

Overdue fines – Adults – per week or part thereof	\$1.00
Overdue fines – Children – per week or part thereof	\$0.50

20.3 Word Processing Facilities

Printing - per A4 page	\$0.20
Photocopying - per A4 page black and white	\$0.20
Photocopying - per A4 page colour	\$1.50
Photocopying - per A3 page black and white	\$0.40
Photocopying - per A3 page colour	\$2.50
Microfilm reader print - per A4 page	\$0.50

20.4 Sales

RAPID Map	\$10.20
RAPID Map - laminated	\$25.60
Library Bag	\$0.50

21. GIS Map and Aerial Photographs

1 July 2012 –
30 June 2013

21.1 Location Map		
A4		\$8.20
A3		\$12.30
21.2 Planning Map		
A4		\$20.40
A3		\$24.50
21.3 Site Plan		
A4		\$12.30
A3		\$16.40
21.4 Valuation Map		
A4		\$16.40
A3		\$20.40
21.5 Rates Map		
A4		\$14.30
A3		\$18.40
21.6 Custom Map – per hour plus printing costs		\$61.30
21.7 Aerial Photographs		
A4 – Black and White or Colour		\$15.30
A3 – Black and White or Colour		\$22.50

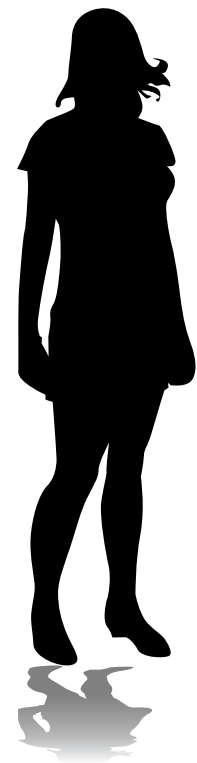
22. Animal Control

When the cost of animal control and enforcement and related processes exceeds the state fee (minimum charge) the Council may recover all additional costs on a time and cost basis. (B) Note: Dogs must be registered by three months of age.

	1 July 2012 – 30 June 2013
22.1 Dog Registration Fees	
Rural control owners - per dog	\$44.00
Penalty fee for late registration (50% of registration fee)	\$22.00
Urban control owners - per dog	\$65.00
Penalty fee for late registration (50% of registration fee)	\$32.50
Selected Owners' Policy registration & Urban desexed dog registration - per dog	\$44.00
Penalty fee for late registration of urban desexed dogs	\$15.50
Licence to keep 3 or more dogs (urban areas)	\$41.00
Renewal of licence to keep 3 or more dogs	\$21.00
Micro-chip fee per dog (minimum charge) (B)	\$20.00
Dangerous Dog - Urban	\$97.50
Dangerous Dog - Rural	\$66.00
<p>Late registration fees for dogs registered on or after 1 August, where the dog was over the age of three months and legally required to be registered by that date, shall be the above detailed fees plus 50% - ie \$32.50 for urban and \$22.00 for rural.</p> <p>Urban de-sexed dog fee reductions will only be given at the commencement of the registration year and upon receipt of a veterinarian's certificate.</p> <p>Dog owners are advised that the fees set out above become due for payment on 1 July and that registration forms will be sent out in late June.</p> <p>*Urban Control fees apply to all dogs kept on properties within the Residential A, B & C Zones of the Proposed District Plan. For all other zones the Rural dog registration fee will apply.</p>	
22.2 Impounding Fees - Dogs	
First offence	\$50.00
Second or more offence (per offence)	\$80.00
Microchip fee	\$20.00
Daily sustenance fee - payable on impound and every 24 hours thereafter	\$15.00
22.3 Impounding Fees - Stock	
Stock call out fee	\$52.00
Impounding fee per head (when stock have to be transported to alternative area for impounding)	\$52.00
Daily sustenance fee	Actual Cost

Part 6

Auditor's report



Independent Auditor's Report

To the readers of Ashburton District Council's Long-Term Plan for the ten years commencing 1 July 2012

The Auditor-General is the auditor of Ashburton District Council (the District Council). The Auditor-General has appointed me, Scott Tobin, using the staff and resources of Audit New Zealand, to report on the Long Term Plan (LTP), on her behalf. We have audited the District Council's LTP incorporating volumes 1 and 2 dated 28 June 2012 for the ten years commencing 1 July 2012.

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 LTP complies with the requirements of the Act; and
- the quality of information and assumptions underlying the forecast information provided in the LTP.

Opinion

Overall Opinion

In our opinion the District Council's LTP incorporating volumes 1 and 2 dated 28 June 2012 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; and
- the underlying information and assumptions used to prepare the LTP provide a reasonable and supportable basis for the preparation of the forecast information.

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 28 June 2012. This 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 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 (New Zealand) 3000 : Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and the Auditor-General's Auditing Standards, which incorporate the International Standards on Auditing (New Zealand). We have examined the forecast financial information in accordance with the International Standard on Assurance Engagements 3400: The Examination of Prospective Financial Information.

Those standards require that we comply with ethical requirements and plan and carry out our audit to obtain all the information and explanations we considered necessary to obtain reasonable assurance that the LTP does not contain material misstatements. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

An audit involves performing procedures to obtain audit evidence about the forecast information and disclosures in the LTP. The procedures selected depend on our judgement, including the assessment of risks of material misstatement of the information in the LTP. In making those risk assessments we consider internal control relevant to the preparation of the District Council's LTP. We consider internal control in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the District Council's internal control.

Our audit procedures also include assessing whether:

- the LTP provides the community with sufficient and balanced information about the strategic and other key issues, and implications it faces and provides for participation by the public in decision making processes;
- the District Council's financial strategy, supported by financial policies is financially prudent, and has been clearly communicated to the community in the LTP;
- the presentation of the LTP complies with the legislative requirements of the Act;
- the decision-making and consultation processes underlying the development of the LTP are compliant with the decision-making and consultation requirements of the Act;
- the information in the LTP is based on materially complete and reliable asset or activity information;
- the agreed levels of service are fairly reflected throughout the LTP;
- the District Council's key plans and policies have been consistently applied in the development of the forecast information;
- the assumptions set out within the LTP 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 LTP.

We do not guarantee complete accuracy of the information in the LTP. Our procedures included examining on a test basis, evidence supporting assumptions, amounts and other disclosures in the LTP 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

The Council is responsible for preparing a LTP under the Act, by applying the Council's assumptions and presenting the financial information in accordance with generally accepted accounting practice in New Zealand. The Council is also responsible for such internal control as it determines is necessary to enable the preparation of a LTP that is free from material misstatement

The Council's responsibilities arise from Section 93 of the Act.

Responsibilities of the Auditor

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

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

Independence

When reporting on the LTP we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the External Reporting Board.

Other than this report and in conducting the audit of the LTP Statement of Proposal and the annual audit, we have no relationship with or interests in the District Council or any of its subsidiaries.



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

