



*View of the Plains from Mt Hutt*  
Ashburton District Council





y View

# Part 4

OUR ACTIVITIES

# Introduction

Ashburton District Council provides a range of activities and services for the community. We organise these into 13 activities. Four of these are mandatory under the Local Government Act – roading and footpaths; drinking water; stormwater; and wastewater.

LOCAL GOVERNMENT FUNCTION	LTP GROUP	ACTIVITIES
Local Infrastructure	District Water Management	Drinking Water
		Wastewater
		Stormwater
		Stockwater
Public Services	Transportation	Transportation includes roading and footpaths
	Waste Reduction & Recovery	Waste reduction and recovery includes collection, recycling and disposal
	Community Governance & Decision-Making	Community Grants & Funding
		Democracy
Regulatory Functions	Economic Development	Economic development includes commercial property, tourism and forestry
	Recreation & Community Services	Community Services
		Parks & Open Spaces
		Recreation Facilities
Regulatory Functions	Regulatory Services	Regulatory services includes building regulation, district planning, emergency management, land information + and regulatory compliance

In this section, we present information on each group of activities. A guide to this information is provided right.

## ► What we do

This section will give you an overview of the groups of activities and the key work we are doing.

## ► Why we do it

This section outlines the rationale for our involvement with each activity. It focuses on the contributions that are being made to improve Our Place. We have also referenced relevant legislation requirements that we must meet, where applicable.

## ► How this activity is funded

Our Revenue & Financing Policy sets out how we fund each service and activity and why. The Policy includes the various benefits for ratepayers in the funding of services and activities. It enables us to charge different rates for different activities and services.

## ► Contribution to Community Outcomes

This table shows how activities contribute to our Community Outcomes and Strategic Priorities.

## ► Effects on our community

This section details the potential negative effects each activity may have on the community and what we do / plan to do to mitigate these.

## ► Key Issues over the next 10 years

This section discusses the key issues each activity will face over the next ten years. Some explanation is given as to how we will address these issues in our planning and service delivery. In some instances this work is already underway.

## ► What we plan to do and our levels of service

This section outlines what we plan to do, including our levels of service, performance measures and targets. We intend to regularly monitor the measurement framework throughout the year. At the end of each financial year, the results will be reported in our Annual Plan.

The measurement framework includes perception-based measures, such as resident/user satisfaction scores. We collect this information through our Annual Resident Survey. We publish the results of the survey on our website each year.



# Local Infrastructure

COUNCIL’S LOCAL INFRASTRUCTURE INCLUDES ALL INFRASTRUCTURE ASSETS AND CORRESPONDING SERVICES PROVIDED TO THE ASHBURTON COMMUNITY.

Infrastructure includes physical resources which provide a service to the community, such as transport systems, water supply systems, stormwater systems, effluent and waste disposal systems, community facilities and telecommunication facilities. These are essential for our residents to carry out economic and social activities and their provision needs to keep pace with residential and business growth.

Local Infrastructure	District Water Management	Drinking Water
		Wastewater
		Stormwater
		Stockwater
	Transportation	Transportation includes roading and footpaths
	Waste Reduction and Recovery	Waste reduction and recovery includes collection, recycling and disposal











## DISTRICT WATER MANAGEMENT

We provide the following activities and services within this group:

- **Drinking Water**
- **Wastewater**
- **Stormwater**
- **Stockwater**



## Drinking Water

### What we do

Council operates 12 water supply schemes across the district, which service over 70% of our residents and more than 10,300 homes and businesses.

We have over 480 kilometres of reticulated drinking water infrastructure that services Ashburton (including Tinwald & Lake Hood), Methven, Rakaia, Hinds, Mt Somers, Fairton, Chertsey, Upper Hakatere, Mayfield, Dromore, Methven-Springfield and Montalto.

Water sources for our drinking water include groundwater bores, infiltration galleries, and surface water intakes. Environment Canterbury (as the Regional Council) allocates water to us via resource consents, which set upper limits on the volume of water that can be taken from the various water sources.

We ensure the quality and availability of Council-supplied drinking water to the community through the following:

- Operations, repairs and maintenance of the water supply network;
- Ensuring the supplies are safe and meet community health needs;
- Monitoring drinking water quality; and
- Upgrading and extending supplies where necessary.

While we source, own, control and manage the water supplies, the daily operation and maintenance of the systems are contracted out. These will be competitively tendered in Year Two of this Long-Term Plan.

The Health (Drinking Water) Amendment Act 2007 and resulting Drinking-Water Standards for New Zealand 2005 (Revised 2008) arose from a concern that New Zealand's arrangements for drinking water supplies were not adequate to safeguard communities. The Drinking Water Standards for New Zealand (DWSNZ) specify the:

- Maximum levels of substances, organisms, contaminants or residues that may be present in drinking water;
- Criteria for demonstrating compliance with the Standards; and
- Remedial action to be taken in the event of non-compliance with the different aspects of the Standards.

The Act requires that local authorities develop Water Safety Plans. These Plans apply risk management principles to treatment and distribution, reducing the risk of contamination. We have Water Safety Plans for all 12 of our schemes.

As a result of the major contamination incident in the Havelock North water supply, a Government Inquiry was carried out during 2017. While there has been no formal direction at this stage, indications based on the Stage 2 report are that tighter standards are likely to be instated. In response, we have looked at the most likely scenarios that would affect our supplies and planned accordingly, including making budget provision rather than taking a wait-and-see approach.

The anticipated factors that will affect our water supplies are:

- Raising the Ashburton and Rakaia boreheads above the ground. The below-ground boreheads and surface water ingress were one factor in the Havelock North incident. While below-ground boreheads are not necessarily unsafe, it is likely that they will fall out of favour and that it may be difficult to have them considered secure.
- It is likely that the concept of “secure” groundwater will disappear. Our deep groundwater supplies are considered protozoa-free and therefore haven't required treatment. Additional treatment, monitoring, or a combination, will be required if the secure status is removed.
- The expectation is that some form of treatment, or at least increased monitoring, will be required, regardless of the source of the water. We have therefore allowed for installing UV disinfection units on each of the deep groundwater bores; however, the final cost may be lower if monitoring alone is sufficient.
- The rigour and level of detail in Water Safety Plans (WSPs) is likely to be increased, as is the level of enforcement by drinking water assessors in relation to implementation and non-conformances. The ability to show strong management of critical control points is a strong theme at the moment. In this plan, we have provided for additional online analysers for chlorine, fluoride and other additives, with alarms on critical parameters, to demonstrate good control over the treatment process.

### Why we do it

Water supply is a core service we provide to the community and is important to everyone. Provision of potable water is essential for life and directly contributes to the wellbeing of residents and economic prosperity. Community-wide benefits to protect public health is provided through having safe drinking water available in areas that are serviced.

Environmentally, the water sourced for drinking water occurs within sustainable limits set by Environment Canterbury through their resource consent. This also protects the cultural values of water for Māori who consider water to be the essence of life that supports all people, plants and wildlife, akin to the blood of Papatuanuku (Earth Mother).

Under the Health Act 1956, we are obligated to improve, promote and protect public health within the district (s.23). The provision of safe and reliable water supply services, which meet applicable legislation and standards, promotes public health.

Other national legislation and regional and local policy that governs this service includes:

- Civil Defence Emergency Management Act, 2002
- Health and Safety at Work Act, 2015
- Local Government Act, 2002
- Resource Management Act, 1991
- National Environmental Standard for Sources of Human Drinking Water
- Canterbury Water Management Strategy, 2010
- Canterbury Land and Water Regional Plan
- Ashburton District Infrastructure Strategy
- Ashburton District Plan

### How this activity is funded

We have moved towards group funding nearly all our water schemes, where all properties able to connect to a Council water scheme are charged a fixed rate for operating costs. This means each connected property pays the same targeted fixed rate which promotes affordability for residents connected to smaller schemes. The exceptions to this are the

Methven/Springfield and Montalto water supplies where the water rates are based on the amount of water used and property size respectively.

Non-residential and extraordinary residential connections receive a targeted fixed rate for a set amount of water. Water in excess of this is charged per cubic metre.

Where properties are able to be serviced by a water scheme but are not connected, we charge them half the applicable fixed rate through the rates. We rate for the loan and principal costs of two non-Council drinking water supplies, Lyndhurst and Barrhill.

	Uniform Annual General Charges	General Rates	Target Rates – Capital Value	Targeted Rates – Uniform Annual Charge	Fees & Charges
DRINKING WATER				✓	

### Contribution to Community Outcomes

Drinking Water contributes to the following Community Outcomes as shown below.

	Residents are included and have a voice	A district of great spaces and places	A prosperous economy based on innovation and opportunity	A balanced and sustainable environment
DRINKING WATER			✓	✓

We are committed to delivering Drinking Water services using the following strategic objectives.

	Plan and provide fit for purpose services	Lead the community with clear and rational decision-making	Work with the community and engage in meaningful conversations	Represent the district on regional/national issues and partner with others as needed
DRINKING WATER	✓	✓	✓	



### Potential Negative Effects on the Local Community

This activity could present a range of risks for the community. Potential negative effects identified for Drinking Water are shown below.

EFFECT	HOW COUNCIL INTENDS TO MITIGATE EFFECT
Water network service failures or a lack of backflow prevention could lead to a loss of service, or supply contamination.	<p>We have measures in place for the timely repairs of network faults with the service contractor, with contingencies available in high-need situations, such as trucking water to supply water schemes.</p> <p>We have included backflow prevention as a part of the Water Supply Bylaw. We have remote monitoring in place at all facilities with alarm notification of process failures. We will continue to work towards programming regular end-to-end testing of alarms and critical process control points.</p>
Climate change could lead to reductions in the availability of water from both groundwater and lower river flows.	<p>We will continue to investigate options regarding available drinking water sources and their sustainable management.</p> <p>We are focusing on water use efficiency measures including the timely repairs of network faults, operational efficiency of the network and resident education on water conservation.</p>
Maintaining our drinking water supplies to legislated water safety requirements could impact on affordability for residents. Capital costs, and subsequent operating costs could potentially be very high for smaller drinking water supplies.	<p>We have committed to funding drinking water to connected properties via group funding of our water schemes, where all properties able to connect to a Council water scheme are charged a fixed rate for operating costs. This means each connected property pays the same targeted fixed rate which promotes affordability for residents connected to smaller schemes.</p> <p>We will continue to investigate options and implement appropriate measures to ensure our operations are efficient and effective.</p>
Insufficient storage or capacity for firefighting purposes (where applicable).	<p>We will continue to assess fire-fighting capacity requirements, and identify potential non-asset solutions.</p> <p>We are focusing on water use efficiency measures including the timely repairs of network faults, operational efficiency of the network and resident education on water conservation to ensure there is an available supply if required.</p>

## Key Issues for the next 10 years

### Climate Change

The Drinking Water activity may be affected by climate change. We have experienced extremes of drought and flood in the past and these may occur with greater frequency and severity. This could lead to reductions in the availability of water from both groundwater and variable river flows. We will continue to monitor and plan for the effects of climate change on the provision of drinking water, and implement appropriate measures as needed.

### System Capacity and Demand

On the whole and when storage is taken into consideration, our water supplies have adequate capacity, even accounting for forecast growth. No facility capacity upgrades are indicated at present. However, we will continue to investigate and monitor the peak flows, loss and leakage reduction on our supplies.

We are required to manage drinking water demand to reduce or maintain per-property consumption. This has positive outcomes for the environment and also for eliminating the costs of supplying water that goes to waste. This is enshrined in two of our performance measures.

Water loss management is a developing area of focus for us. In the past leak detection has been successfully carried out in response to rising consumption and rising minimum night flows. We are now introducing a broader range of strategies for water loss detection, measurement and reduction. As an example of what can be done, in the village of Mayfield minimum night flow (a common way in which we estimate water leakage from a scheme) was reduced from 55L/property/hour to 7L/property/hour. This was achieved through a combination of water restrictions, quality communication with residents, installation of smart water meters, and leak detection work on public reticulation.

### Aging Infrastructure

The reticulation networks for Ashburton, Methven and Rakaia are all at, or approaching, the end of their expected lives. Because each of these was installed as a system, the pipes within each network are all of similar age and will need replacing at a similar time.

To manage the impact of the replacement costs, we plan to spread the renewal work over a number of years. The risk of spreading this renewal work is that the later assets may fail before they are replaced and need emergency replacement, or at least there may be an

increased maintenance cost to repair assets until they can be fully renewed. The risk of premature failure can be mitigated through careful planning and consideration of asset condition information.

### Fluoridation

Currently we only fluoridate Methven's water at an operating cost of approximately \$5,500 per year. The Health (Fluoridation of Drinking Water) Amendment Bill is currently having its second reading in Parliament. This Bill would give DHBs the power to decide whether to mandate fluoridation within their areas, or to direct that fluoride not be added. At the time of writing there is no indication from the Canterbury District Health Board on whether or not it would mandate fluoridation if the Bill passes.

Given these uncertainties, we have assumed the status quo for the purposes of Long-Term Planning. If the Bill passes, the issue will be revisited.

Notably, if the Bill passes, the Ministry of Health will make \$30million worth of funding available over 10 years for councils that are directed to fluoridate. This funding will cover the cost of capital works, and is not conditional on deprivation index or population size. It is not clear if this will be a 100% subsidy or a contribution towards the total cost.

### Future management and governance structure

The government has announced an intention to review the Three Waters activities to determine how to improve the management of drinking water, wastewater and stormwater. This is in response to a number of highly-publicised events (cost overruns on two large wastewater schemes, contamination, and illness outbreaks) and concerns from the Auditor General and Productivity Commission about investment and regulation of Three Waters infrastructure. In particular, attention was drawn to a "dispersal of responsibilities in the sector"<sup>1</sup>.

This work is being completed by the Department of Internal Affairs and is programmed for completion in 2018.

The aims of the review, as stated in the Cabinet paper on the subject<sup>1</sup>, are:

<sup>1</sup> Government review of three waters services (Cabinet Paper), [https://www.dia.govt.nz/diawebsite.nsf/Files/Three-waters-review-Cabinet-Paper\\_Redactions-applied/\\$file/Three-waters-review-Cabinet-Paper\\_Redactions-applied.pdf](https://www.dia.govt.nz/diawebsite.nsf/Files/Three-waters-review-Cabinet-Paper_Redactions-applied/$file/Three-waters-review-Cabinet-Paper_Redactions-applied.pdf)





- To primarily focus on understanding the challenges associated with managing finances, infrastructure and compliance and monitoring systems; and
- To identify how to make the most of the current regulatory settings, and support greater collaboration between local and central government.”

It is too early to accurately predict and plan for the outcomes from this review. Scenarios might range from the status quo through to a new regulatory and funding body being established for the sector.

#### **Rural-agricultural scheme compliance with DWSNZ**

In order to meet the requirements of the Drinking Water Standards for New Zealand (DWSNZ) almost all of our schemes have undergone upgrades in the last ten years. The last of the schemes to be upgraded for DWSNZ compliance are Methven/Springfield and Montalto.

These were delayed pending the release of the guidelines for rural/agricultural supplies, and then while clarification was sought from Community and Public Health on the requirements of the guidelines. The published guidelines allow for alternative treatment systems, including point-of-entry systems (where all of the water entering a house is treated) and point-of-use systems (where water is treated at particular taps). While these come with lower upfront capital costs, they entail a significant amount of management to ensure water remains safe for drinking, meaning ongoing costs could end up being higher.

Investigation and data gathering into the existing water quality is ongoing, to ensure that the most appropriate solutions for the two schemes are implemented.

## What we plan to do and our levels of service

**What we're aiming for:** To promote the health and safety of the community through the provision of an efficient, safe and reliable water supply.

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)		HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR				
			(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28	
We provide quality drinking water to connected properties	All Council drinking water schemes achieve bacteria compliance* <i>The extent to which Council's drinking water supplies comply with part 4 of the DWSNZ – bacteria compliance criteria.</i>		100%	100%	100%	100%	100%	
	All Council drinking water schemes achieve protozoal compliance* <i>The extent to which Council's drinking water supplies comply with part 5 of the DWSNZ – protozoal compliance criteria.</i>		58.3% (7/12)	100%	100%	100%	100%	
Council contractors respond to drinking water failures and requests with median response times	Median response time (in hours) to urgent and non-urgent callouts*  <i>Where Contractors attend a call-out on Council's behalf to a fault or unplanned interruption to a Council networked reticulation system, the median response times are measured, from the time Council receives the notification to the time that service personnel reach the site, and to the time that Council received notification of resolution of the problem:</i>	Urgent call-out attendance	27 minutes	1 hour	1 hour	1 hour	1 hour	
		Urgent call-out resolution	1.5 hour	4 hours	4 hours	4 hours	4 hours	
		Non-urgent call-out attendance	0.74 days	1 day	1 day	1 day	1 day	
		Non-urgent call-out resolution	1.08 day	5 days	5 days	5 days	5 days	
We provide efficient and sustainable drinking water services	Reduction in real water loss from the reticulated systems*  <i>The percentage of real water loss from Council's networked reticulation system is estimated using Minimum Night Flow (MNF) analysis, following an approach similar to Appendix A of the Water NZ Water Loss Guidelines and section 2b of the Water Loss Guidance from the National Performance Framework.</i>		58%	35%	34%	34%	33%	
	Reduction in average consumption/resident/day*  <i>The average consumption of drinking water per day per resident with Ashburton District.</i>		739L/ resident/ day	≤735L/ resident/ day	≤720L/ resident/ day	≤706L/ resident/ day	≤692L – 642L/ resident/ day	

\* Mandatory performance measure set by the Department of Internal Affairs

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WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)		HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR				
			(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28	
The majority of residents are satisfied with our drinking water services	Customer satisfaction with drinking water services*  <i>The total number of complaints received by Council expressed per 1,000 connections about:</i>	A) Clarity	11.78 complaints/ 1,000 connections	≤10 complaints/ 1,000 connections	≤10 complaints/ 1,000 connections	≤10 complaints/ 1,000 connections	≤10 complaints/ 1,000 connections	
		B) Taste						
		C) Odour						
		D) Pressure or flow						
		E) Continuity of supply						
		F) Council's response to any of these issues						
	Residents are satisfied with Council's drinking water supplies  <i>New measure reported in LTP</i>		84%	80%	80%	80%	80%	

\* Mandatory performance measure set by the Department of Internal Affairs

## Key Projects

### Capital Works Programme

The following table details the annual budget for new capital works until 2028. New capital work refers to the development of new infrastructure, which increases the levels of service and/or the capacity of the asset service.

	YEAR 1 2018/19 \$'000	YEAR 2 2019/20 \$'000	YEAR 3 2020/21 \$'000	YEAR 4-10 2021-28 \$'000
<b>TOTAL NEW CAPITAL WORKS</b>	<b>1,117</b>	<b>979</b>	<b>236</b>	<b>4,290</b>
<b>Ashburton Water Supply</b>				
Groundwater security upgrade	204			
New generator - Tinwald	116			
Water supply upgrades	341	36	42	358
Smart valving and pressure management				125
Installation of an additional bore				648
North East water servicing				3,083
<b>Chertsey Water Supply</b>				
Treatment process upgrade	16		25	
Water meter installation			41	
<b>Dromore Water Supply</b>				
Water meter installation	34			
Treatment process upgrade			31	25
<b>Fairton Water Supply</b>				
Water supply upgrade	16		28	
<b>Hakatere Water Supply</b>				
Water supply upgrade		16		25
<b>Hinds Water Supply</b>				
Water meter installation	63			
Treatment process upgrade		16	52	
<b>Mayfield Water Supply</b>				
Treatment process upgrade			17	25

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	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>Methven Water Supply</b>				
Reservoir upgrade	94	808		
<b>Mt Somers Water Supply</b>				
Water meter installation		54		
Treatment process upgrade	41			
<b>Rakaia Water Supply</b>				
Watermain extensions	190	49		



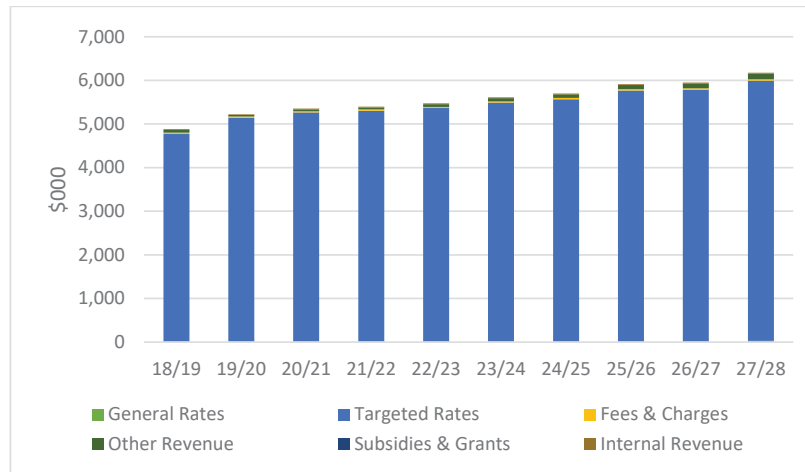
### Capital Renewals Programme

The following table details the annual budget for capital renewals until 2028. Capital renewals refers to the programmed upgrade or replacement of existing assets. In some cases this may result in an increase in the levels of service and / or in the capacity of the asset to service increased demand.

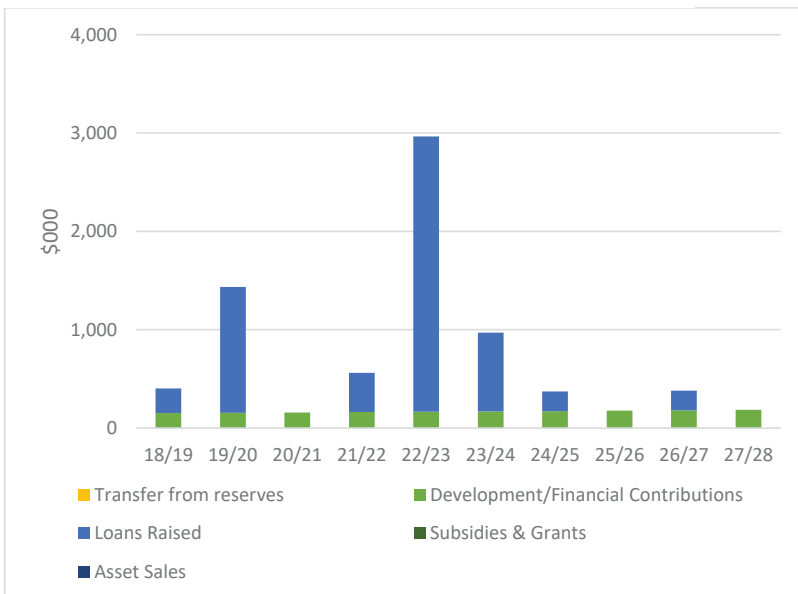
	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL CAPITAL RENEWALS</b>	<b>1,187</b>	<b>1,756</b>	<b>1,296</b>	<b>10,291</b>
<b>Ashburton Water Supply</b>				
Watermain renewal & meter replacement	758	940	1,102	7,931
<b>Chertsey Water Supply</b>				
Chlorine equipment renewal	15			
<b>Fairton Water Supply</b>				
Chlorine equipment renewal	15			
<b>Hakatere Water Supply</b>				
Water softeners replacement	58			
Chlorine equipment renewal		15		
<b>Hinds Water Supply</b>				
Tank replacement	23			
Chlorine equipment renewal		14		
<b>Mayfield Water Supply</b>				
Chlorine equipment renewal			16	
<b>Methven Water Supply</b>				
Watermain renewal/meter replacement	207	130	90	1,055
Raw water trunkmain renewal	27	562		180
<b>Methven/Springfield Water Supply</b>				
Network PRV renewals	79	80	85	641
<b>Mt Somers Water Supply</b>				
Chlorine equipment renewal		15		
<b>Rakaia Water Supply</b>				
Watermain renewal/meter replacement	3		3	484

## Financial Overview

### Operating Income Sources



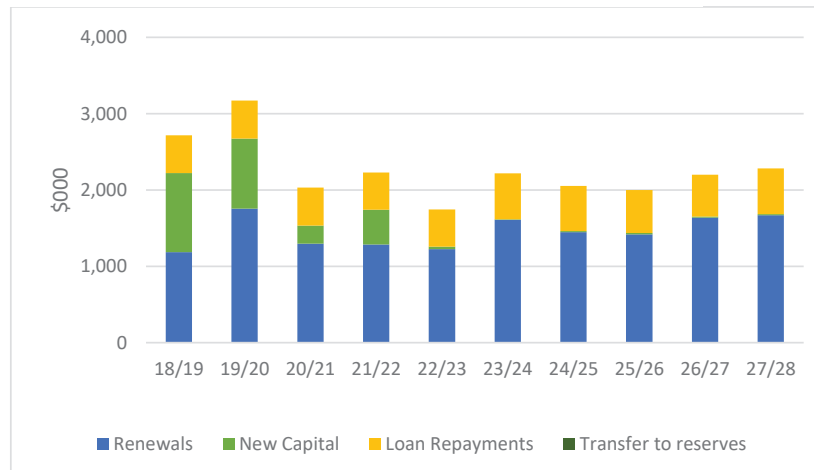
### Capital Income Sources



### Operating Expenses



### Capital Expenses





## Funding Impact Statement

### For Drinking Water

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
<b>Operating Funding</b>											
<b>Sources of operating funding</b>											
General rate, UAGC*, rates penalties	20	22	23	23	23	23	24	24	25	25	26
Targeted rates	4,382	4,750	5,120	5,240	5,281	5,341	5,466	5,544	5,740	5,764	5,970
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	22	27	27	28	28	29	30	30	31	32	32
Internal charges and overheads recovered	23	16	16	17	18	18	18	19	19	20	20
Local authorities fuel tax, fines, infringement fees and other receipts	56	68	38	46	49	60	73	79	94	110	126
<b>Total sources of operating funding</b>	<b>4,503</b>	<b>4,882</b>	<b>5,223</b>	<b>5,353</b>	<b>5,399</b>	<b>5,471</b>	<b>5,611</b>	<b>5,697</b>	<b>5,910</b>	<b>5,951</b>	<b>6,174</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	2,059	2,129	2,244	2,261	2,296	2,343	2,399	2,440	2,505	2,552	2,610
Finance costs	429	408	390	370	351	347	440	449	432	408	392
Internal charges and overheads	545	645	658	678	688	703	723	741	748	773	788
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding</b>	<b>3,033</b>	<b>3,181</b>	<b>3,292</b>	<b>3,310</b>	<b>3,335</b>	<b>3,393</b>	<b>3,562</b>	<b>3,630</b>	<b>3,685</b>	<b>3,733</b>	<b>3,790</b>
Surplus/(deficit) of operating funding	1,469	1,701	1,931	2,044	2,064	2,078	2,049	2,067	2,225	2,218	2,384

\* Uniform Annual General Charges

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**Expenditure by Water Supply**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$00	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Ashburton	2,903	3,061	3,176	3,228	3,267	3,348	3,558	3,654	3,720	3,779	3,846
Methven	498	536	545	572	578	586	597	606	616	626	637
Rakaia	226	247	257	264	268	274	280	286	292	299	305
Fairton	64	66	68	69	70	71	72	73	75	76	77
Hakatere	67	67	68	69	70	72	74	75	76	78	79
Hinds	105	110	115	118	121	123	126	128	130	133	135
Mayfield	117	124	126	128	130	132	134	136	138	140	142
Chertsey	59	60	61	62	65	66	67	68	70	71	73
Methven/Springfield	146	215	219	222	225	229	233	237	240	244	248
Montalto	145	181	209	188	191	195	198	202	206	210	214
Mt Somers	115	116	119	122	123	124	126	128	130	132	134
Dromore	91	93	96	97	100	102	104	106	108	111	113
Barrhill	4	2	2	2	2	2	2	2	1	1	1
Lyndhurst	11	8	7	7	6	6	5	5	4	4	3
<b>Total operating expenditure</b>	<b>4,551</b>	<b>4,887</b>	<b>5,068</b>	<b>5,148</b>	<b>5,217</b>	<b>5,331</b>	<b>5,577</b>	<b>5,706</b>	<b>5,807</b>	<b>5,903</b>	<b>6,008</b>
less depreciation	1,518	1,706	1,775	1,838	1,882	1,937	2,015	2,076	2,122	2,170	2,218
<b>Total applications of operating funding</b>	<b>3,034</b>	<b>3,181</b>	<b>3,292</b>	<b>3,310</b>	<b>3,335</b>	<b>3,393</b>	<b>3,562</b>	<b>3,630</b>	<b>3,685</b>	<b>3,733</b>	<b>3,790</b>



**Capital by Water Supply**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Ashburton	1,703	1,968	1,133	1,135	1,694	3,922	1,934	1,175	1,324	1,339	1,420
Methven	139	336	1,456	108	199	174	180	199	198	212	185
Rakaia	0	182	47	3	15	16	238	3	0	12	170
Fairton	0	29	0	26	0	0	0	0	0	0	0
Hakatere	0	55	30	0	24	0	0	0	0	0	0
Hinds	0	82	30	48	0	0	0	0	0	0	0
Mayfield	0	0	0	30	24	0	0	0	0	0	0
Chertsey	0	29	0	61	0	0	0	0	0	0	0
Methven/Springfield	0	75	77	78	80	82	83	85	87	89	91
Montalto	0	0	0	0	0	0	0	0	0	0	0
Mt Somers	0	39	66	0	0	0	0	0	0	0	0
Dromore	0	32	0	43	24	0	0	0	0	0	0
<b>Total capital expenditure</b>	<b>1,842</b>	<b>2,827</b>	<b>2,838</b>	<b>1,533</b>	<b>2,060</b>	<b>4,193</b>	<b>2,436</b>	<b>1,463</b>	<b>1,610</b>	<b>1,653</b>	<b>1,866</b>
less vested assets	280	522	102	0	160	0	167	0	174	0	182
<b>Council funded capital expenditure</b>	<b>1,562</b>	<b>2,305</b>	<b>2,735</b>	<b>1,533</b>	<b>1,900</b>	<b>4,193</b>	<b>2,269</b>	<b>1,463</b>	<b>1,436</b>	<b>1,653</b>	<b>1,685</b>



## Wastewater

### What we do

Council manages wastewater collection, treatment and disposal services to communities in the Ashburton District. We have three community-based wastewater schemes in the district as presented below. These schemes service approximately 64% of the usually resident population of the district. Operations and maintenance are covered by a contract with Ashburton Contracting Limited. This contract is due to be tendered in year two to take effect from 1 July 2020.

### Our Wastewater Schemes

	POPULATION (APPROX.)	NETWORK LENGTH	TREATMENT	DISPOSAL	CONSENT EXPIRY DATE
Ashburton	18,750	147.0 km	Wilkins Rd 0.7ha aeration pond and three oxidation ponds (15.6 ha)	Ocean Farm 9ha wetlands, 282 ha grass irrigation	2039
Methven	1,700	17.4km	Two oxidation ponds (0.7 ha with aerators and 1.2 ha)	Rapid infiltration area (0.4 ha)  Three rapid infiltration basins	2034
Rakaia	1,100	14.1 km	Package plant with UV disinfection (1999)	10.6 ha of grass irrigation & 5.5 ha of sludge disposal	2033

The majority of the reticulated network operates on gravity, with 14 pumpstations used to service defined subdivisions. The largest pumpstations serve Lake Hood and the

Ashburton Business Estate. Wastewater is conveyed to wastewater treatment plants. Ashburton and Methven use aeration and oxidation ponds for treatment, while Rakaia uses clarifiers, a trickling filter and UV disinfection. In all cases treated wastewater is discharged to land.

The provision of the Wastewater activity involves:

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

A critical asset for the Ashburton scheme is the pipeline under the Ashburton River that carries all of the wastewater from Ashburton to the treatment plant at Wilkins Road, on the southern bank of the river. This asset is in an unknown condition and is deemed to be high risk should it fail. We are planning to replace this pipeline in 2018/19.

The majority of the network is in reasonable condition but parts of the pipe networks are coming to the end of their useful life and are programmed for renewal. The networks typically operate effectively, but there is a known high level of infiltration and inflow, especially during periods of high groundwater. Progress has been made on reducing inflow from private gully traps, and the ongoing renewal programme will steadily reduce infiltration. In Rakaia, we have purchased land to future-proof the wastewater needs of the community.

### Why we do it

Council operates wastewater schemes to help protect the health and safety of the community and environment. Collective provision is the only realistic option to ensure large populations enjoy the benefits of these services. Provision of quality, affordable sewer systems is a core service expected by the community.

Removal and mitigation of the adverse impacts of wastewater on the environment benefits current and future generations. It safeguards district waterways and the environment from direct discharges and helps protect their life-supporting capacity. Safe treatment and disposal of sewage are of vital importance to the protection of the quality

of life and public health of district residents.

The provision of sewer services is a core service under the Local Government Act 2002. We also have a responsibility under the Health Act 1956 to improve, promote and protect public health within the district.

### How this activity is funded

Operating expenditure for the Wastewater activity is funded in the following way:

	Uniform Annual General Charges	General Rates	Target Rates – Capital Value	Targeted Rates – Uniform Annual Charge	Fees & Charges
WASTEWATER				✓	

### Contributions to Community Outcomes

Wastewater contributes to the following Community Outcomes as shown below.

	Residents are included and have a voice	A district of great spaces and places	A prosperous economy based on innovation and opportunity	A balanced and sustainable environment
WASTEWATER		✓	✓	✓

We are committed to providing Wastewater services using the following strategic objectives.

	Plan and provide fit for purpose services	Lead the community with clear and rational decision-making	Work with the community and engage in meaningful conversations	Represent the district on regional/ national issues and partner with others as needed
WASTEWATER	✓	✓		

### Potential Negative Effects on the Local Community

This activity could present a range of risks for the community. Potential negative effects identified for Wastewater are shown below.

EFFECT	HOW COUNCIL INTENDS TO MITIGATE EFFECT
Periodic foul odours from oxidation ponds can be emitted when natural biological processes are disrupted by dissolved oxygen levels, cold weather conditions, shock loadings or parasitic infections.	We monitor oxidation ponds to provide early identification of poor performance and enable mitigation measures to be implemented.
Standard of the effluent being discharged to land can have negative effects on the environment.	We monitor effluent quality and impacts on the receiving environment to minimise adverse effects.
The occurrence of overflows, spills and odours from the sewer network.	We systematically identify, prioritise and implement network improvements to reduce the risk of such occurrences.
The cost of improving effluent treatment is very high, which will result in increased charges for domestic and industrial users and potential for wider economic effects.	Our costs are set according to Council policies. Rates and charges will be set to ensure the costs of the activity are recovered. We consult with the community on the charges of the activity. We aim to ensure charges are affordable.

### Key issues for the next 10 years

#### Climate change

Climate change may cause issues in the future with wastewater networks. The main potential impact may be as a result of increased inflow from intense rainfall events. These events may result in sewer overflows or other service failure, if the network cannot deal with the inflows or rainfall is beyond the levels the system is designed for. Greater effort will be required in investigating major rain events and their impact on sewer asset capacity, and in inspecting assets and monitoring performance. High rainfall events can also increase the level of infiltration into the system.



**Growth and development**

Demand for wastewater services is primarily driven by demographic and economic growth factors. While the population and number of households are expected to slowly increase, this is not expected to significantly affect sewer services in the next ten years. Future demand may, however, come from communities not currently connected to the existing schemes. The extension of urban services at the periphery of residential zones will increase the cost of services, compared to infill development.

**Maintaining affordability and meeting community expectations**

The community expects high quality service delivery and that wastewater will have a minimal impact on environmental quality. We balance these expectations with the ability of the community to pay, the need to meet environment standards, the impact on community wellbeing, and the need to plan effectively for the district's future needs.



## What we plan to do and our levels of service

**What we're aiming for:** To help protect community health and safety, and the environment, through the provision of reliable and efficient wastewater schemes.

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)		HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR				
			(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28	
We provide an efficient and sustainable wastewater service	Dry weather overflow incidents * <i>The number of dry weather sewerage overflows from the Council's sewerage systems, expressed per 1,000 sewerage connections to that sewerage system.</i>		1.14/1000 connections	≤1.0/ 1000 connections	≤1.0 / 1000 connections	≤1.0 / 1000 connections	≤1.0 / 1000 connections	
	Compliance with resource consents * <i>Compliance with Council's resource consents for discharge from its sewerage systems measured by the number of the following received by Council:</i>	Abatement notices	0	0	0	0	0	
		Infringement notices	0	0	0	0	0	
		Enforcement orders	0	0	0	0	0	
		Convictions	0	0	0	0	0	
Council contractors respond to wastewater failures and requests with median response times	Median response time (in hours) to callouts*	Call-out attendance time	0.5 hour	1 hour	1 hour	1 hour	1 hour	
	<i>Where Contractors attend a call-out on Council's behalf to a fault or unplanned interruption to a Council networked reticulation system, the median response times are measured, from the time Council receives the notification to the time that service personnel reach the site, and to the time that Council received notification of resolution of the problem:</i>	Call-out resolution	3.0 hours	4 hours	4 hours	4 hours	4 hours	
The majority of residents are satisfied with our wastewater services	Customer satisfaction with wastewater services* <i>The total number of complaints received by Council expressed per 1,000 connections about:</i>	A) Sewage odour	13.84 complaints/ 1,000 connections	≤10 complaints/ 1,000 connections	≤10 complaints/ 1,000 connections	≤10 complaints/ 1,000 connections	≤10 complaints/ 1,000 connections	
		B) Sewerage system faults						
		C) Sewerage system blockages						
		D) Council's response to issues with our sewerage system.						

\* Mandatory performance measure set by the Department of Internal Affairs



## Key Projects

### Capital Works Programme

The following table details the annual budget for new capital works until 2028. New capital work refers to the development of new infrastructure, which increase the levels of service and/or the capacity of the asset service to cope with an increase in demand.

	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL NEW CAPITAL WORKS</b>	<b>3,095</b>	<b>4,613</b>	<b>4,144</b>	<b>1,468</b>
<b>Ashburton</b>				
Relief sewer upgrade		2,094	2,124	
River crossing and pump station	2,791	2,420		
Irrigation reporting improvements			106	
Effluent irrigation extension	196			
North-west servicing extension	98		1,913	
Nelson Street cross connection				88
Aeration process monitoring upgrade		31		
Tuarangi Road Servicing				1,380
Ocean Farm improvements	10			
<b>Rakaia</b>				
Extension to disposal area		67		

### Capital Renewals Programme

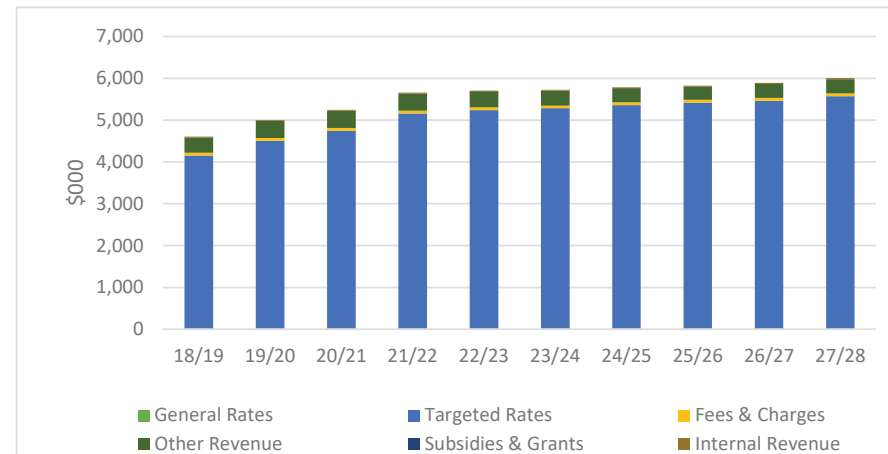
The following table details the annual budget for capital renewals until 2028. Capital renewals refers to the programmed upgrade or replacement of existing assets. In some cases this may result in an increase in the levels of service and / or in the capacity of the asset to service increased demand.

	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL CAPITAL RENEWALS</b>	<b>1,759</b>	<b>1,661</b>	<b>4,911</b>	<b>12,185</b>
<b>Ashburton</b>				
Sewermain renewals	1,392	1,415	4,641	9,759
Facility asset renewals	155	157	159	1,293
<b>Methven</b>				
Sewermain renewals	189	70	91	835
Facility asset renewals	8	19	19	240
<b>Rakaia</b>				
Facility asset renewals	15	0	0	57



## Financial Overview

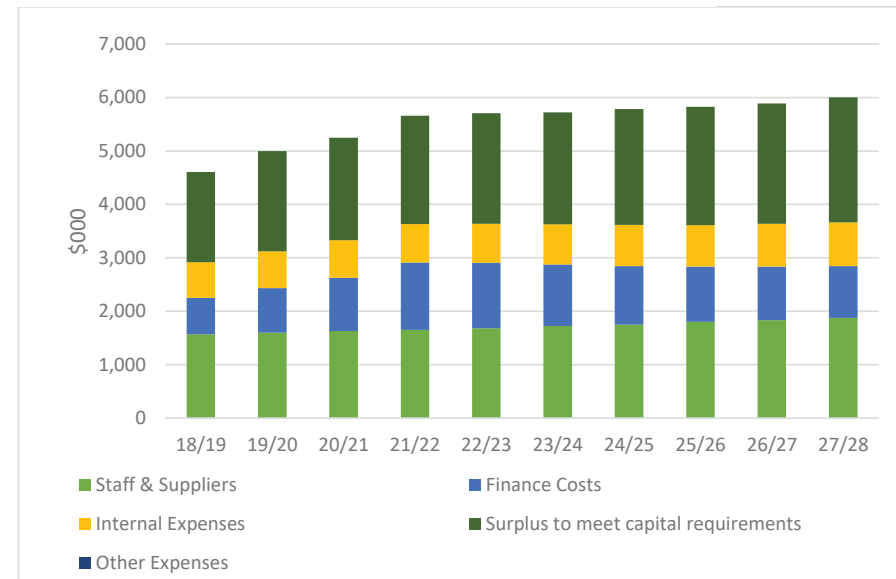
### Operating Income Sources



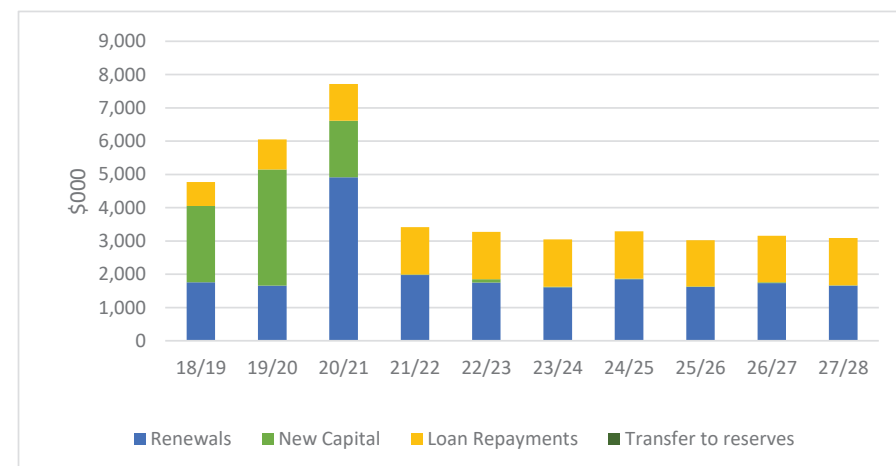
### Capital Income Sources



### Operating Expenses



### Capital Expenses





## Funding Impact Statement

### For Wastewater

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
<b>Operating Funding</b>											
<b>Sources of operating funding</b>											
General rate, UAGC*, rates penalties	20	20	21	22	24	24	24	25	25	25	26
Targeted rates	4,098	4,135	4,485	4,724	5,138	5,219	5,259	5,333	5,395	5,442	5,544
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	44	68	67	65	63	62	63	65	66	67	69
Internal charges and overheads recovered	24	19	19	19	18	19	20	20	21	22	22
Local authorities fuel tax, fines, infringement fees and other receipts	306	362	408	415	418	385	358	342	319	334	342
<b>Total sources of operating funding</b>	<b>4,493</b>	<b>4,605</b>	<b>4,999</b>	<b>5,245</b>	<b>5,661</b>	<b>5,709</b>	<b>5,724</b>	<b>5,785</b>	<b>5,826</b>	<b>5,889</b>	<b>6,003</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	1,504	1,569	1,600	1,628	1,650	1,683	1,725	1,752	1,801	1,833	1,876
Finance costs	652	680	836	999	1,265	1,222	1,151	1,093	1,034	1,002	968
Internal charges and overheads	731	670	684	705	716	731	752	771	778	804	819
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding</b>	<b>2,888</b>	<b>2,920</b>	<b>3,120</b>	<b>3,332</b>	<b>3,630</b>	<b>3,636</b>	<b>3,628</b>	<b>3,615</b>	<b>3,614</b>	<b>3,639</b>	<b>3,663</b>
Surplus/(deficit) of operating funding	1,605	1,685	1,879	1,913	2,030	2,072	2,096	2,170	2,212	2,250	2,339

\* Uniform Annual General Charges

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## Expenditure by Wastewater Scheme

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Ashburton	3,835	4,062	4,368	4,687	5,080	5,123	5,148	5,176	5,211	5,276	5,339
Methven	285	283	288	293	296	303	310	314	321	326	332
Rakaia	304	276	279	285	288	292	297	301	306	312	319
<b>Total operating expenditure</b>	<b>4,424</b>	<b>4,621</b>	<b>4,935</b>	<b>5,265</b>	<b>5,665</b>	<b>5,718</b>	<b>5,755</b>	<b>5,791</b>	<b>5,838</b>	<b>5,915</b>	<b>5,990</b>
less depreciation	1,536	1,702	1,815	1,933	2,034	2,082	2,127	2,176	2,224	2,276	2,327
<b>Total applications of operating funding</b>	<b>2,888</b>	<b>2,920</b>	<b>3,120</b>	<b>3,332</b>	<b>3,630</b>	<b>3,636</b>	<b>3,628</b>	<b>3,615</b>	<b>3,614</b>	<b>3,639</b>	<b>3,663</b>

## Capital by Wastewater Scheme

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Ashburton	4,595	6,042	6,318	8,938	1,980	1,688	1,816	1,708	1,795	1,694	2,996
Methven	120	198	94	116	225	161	84	160	128	118	179
Rakaia	0	16	66	1	53	1	1	1	1	1	1
<b>Total capital expenditure</b>	<b>4,715</b>	<b>6,255</b>	<b>6,478</b>	<b>9,055</b>	<b>2,258</b>	<b>1,850</b>	<b>1,900</b>	<b>1,869</b>	<b>1,925</b>	<b>1,813</b>	<b>3,176</b>
less vested assets	320	1,401	204	0	267	0	278	0	290	0	303
Council funded capital expenditure	4,395	4,854	6,273	9,055	1,992	1,850	1,622	1,869	1,634	1,813	2,873





## Stormwater

### What we do

Council manages the operation of stormwater schemes for Ashburton District. There is presently only one significant piped stormwater system in the district, serving the urban area of Ashburton. Methven and Rakaia have small lengths of stormwater pipe serving specific areas, while Lake Hood and Hinds have small systems of swales and open drains.

The balance of properties in the district dispose of their stormwater by other means, typically through on-property soak pits. Operations and maintenance is covered by a contract with Ashburton Contracting Limited. This contract is due to be tendered in year two and to take effect from 1 July 2020.

### Community Based Stormwater Schemes

SCHEME	LENGTH OF NETWORK	MANHOLES
Ashburton	37.7km	554
Methven	2.9km	36
Rakaia	1.4km	14

### Ashburton

Stormwater from residential, commercial and industrial properties in the Ashburton District is collected via gravity pipelines and open drains before being discharged to soakage pits and watercourses. Some stormwater is held in detention and infiltration basins. There is also a retention pond adjacent to Mill Creek for flood control.

Ashburton has the only system where historic stormwater discharges to the kerb and channel from private dwellings exist. From the kerb and channel the stormwater enters the stormwater system.

### Methven

Methven has a very limited piped stormwater network with stormwater being disposed in road side channels or old gravel pits. System capacity is adequate with no significant flooding issues, although there is some nuisance flooding.

### Other Townships

Rakaia, Lake Hood and Hinds have small systems of swales, open drains and the occasional pipe.

Outside of areas served by public stormwater systems, dwellings are reliant on on-site disposal of stormwater – usually via ground soakage systems. These are generally single property solutions and not the responsibility of Council.

### Why we do it

Stormwater schemes underpin the safety of our communities, people and property via collection and redirection of rainwater. These systems ensure rainfall is quickly and efficiently removed and prevent ongoing economic damage as a result of extreme weather events.

Stormwater schemes are core community assets. Providing the service collectively is the only realistic option in urban areas to ensure large populations enjoy the benefits of these services. Stormwater systems are vital to maintaining economic prosperity and promoting district development. Business assets and activities are provided with protection against flooding or ponding of stormwater within designed levels of service.

The Stormwater activity is of vital importance to the quality of life and public health of our residents. In light of climate change, stormwater treatment is becoming more important to ensure adverse environmental impacts are minimised, and we maintain 'a district of great spaces and places'.

The provision of stormwater services is a core service under the Local Government Act 2002. We also have a responsibility under the Health Act 1956 and the Resource Management Act 1991 to deliver stormwater services.

### How this activity is funded

Operating expenditure for the Stormwater activity is funded in the following way:

	Uniform Annual General Charge	General Rates	Target Rates – Capital Value	Targeted Rates – Uniform Annual Charge	Fees & Charges
<b>STORMWATER</b>		✓	✓		

### Contributions to Community Outcomes

Stormwater contributes to the following Community Outcomes as shown below.

	Residents are included and have a voice	A district of great spaces and places	A prosperous economy based on innovation and opportunity	A balanced and sustainable environment
<b>STORMWATER</b>		✓	✓	✓

We are committed to providing Stormwater services using the following strategic objectives.

	Plan and provide fit for purpose services	Lead the community with clear and rational decision-making	Work with the community and engage in meaningful conversations	Represent the district on regional/national issues and partner with others as needed
<b>STORMWATER</b>	✓	✓		

### Potential Negative Effects on the Local Community

This activity could present a range of risks for the community. Potential negative effects identified for Stormwater are shown below.

EFFECT	HOW COUNCIL INTENDS TO MITIGATE EFFECT
Highly engineered stormwater systems in urban areas can have a significant negative impact on the environment, through increased runoff volumes overloading downstream areas, sediment being carried away, and streambed erosion.	We will use systematic identification, prioritisation and implementation of network improvements to help address environmental effects.
Absence of an adequate stormwater system can have severe economic consequences for communities.	Our systems are designed to a certain capacity based on the community's ability to pay. The systems can potentially be exceeded in severe weather events.
Localised adverse impacts for property result from blocked or damaged stormwater drains during storm events.	We plan and prepare to minimise the potential for storm events through our renewals and maintenance programmes.

## Key issues for the next 10 years

### Climate change

Climate change may cause issues in the future with our stormwater networks. The main potential impact is likely to be from increased inflow from intense rainfall events. These events may result in overflows or other service failures, if the network cannot deal with the inflows or rainfall is beyond the levels the system is designed for. Greater effort will be required in investigating major rain events and their impact on asset capacity, and in inspecting assets and monitoring performance.

### Environmental Impact

Stormwater is mainly discharged to urban streams (Mill Creek, Lagmhor Creek, Carters Creek) or to the ground. This affects the surface and groundwater quality, leading to degraded in-stream habitat and ecology. The urban streams hold low cultural and recreational value. The networks and infrastructure in Methven, Rakaia, Hinds and elsewhere are minimal and generally intended only to service the road corridor. Planning for future requirements to treat and manage this stormwater is a key consideration.

The Ashburton District Plan sets a framework for development and the management of resources in the district. It establishes objectives and policies for managing the environmental effects of development. It also defines the various zones (residential, rural, business, open space, etc.) and the rules for what activities are permitted to occur in each zone.

### Land Drainage Responsibilities

We are working with Environmental Canterbury to clarify the responsibilities for land drainage including cut-off drains, swales, transient water courses and overland flow paths that serve an important purpose in managing stormwater in the district. There is some uncertainty as to who has responsibility for maintaining and overseeing them. Once we have clarity then implications on resources, consenting and funding will be better known.

### National Policy Statement on Freshwater Management

The Government is leading freshwater reform, with the most notable amendments being to the National Policy Statement for Freshwater Management (NPS-FM) 2014<sup>2</sup>. The NPS

– FM directs local authorities (in particular regional councils) to consider specific matters and to meet certain conditions when they are developing regional plans for fresh water.

As a result of the legislation and directions set by government, Environment Canterbury prepared and notified the Canterbury Land and Water Regional Plan (LWRP) which provides the framework for enabling the implementation of the Canterbury Water Management Strategy (CWMS) and the Ashburton Zone Implementation Programme (ZIP)<sup>3</sup> of which we are a participant. Implications of the NPS-FM and the subsequent LWRP will continue to influence the work programme for managing freshwater most notably in the drive for local authorities to improve the water quality of stormwater discharge.

### System Capacity

The district's stormwater reticulation dates primarily from the 1960s and onwards. Nuisance flooding occurs on a regular basis in a number of locations, largely due to undersized pipes, culverts and reliance on soak-pits. Surface flooding is predicted across 33 ha of the urban area for Ashburton and Tinwald during a 1 in 10 year Average Recurrence Interval (ARI) rainfall event, with 84% of pipes predicted to be surcharged.

In recent years, urban development has put pressure on the stormwater system, with urban expansion and infill exacerbating urban stormwater flooding. There is no spare capacity in the existing system to accept additional flows from further development or intensification. If not managed properly, the additional runoff created from new impervious areas will greatly exacerbate current flooding issues.

Developers of new sites are now required to manage stormwater onsite as far as possible, with discharges to the Council network will be limited to the same or less than pre-development levels.

While urban flooding is a frequent occurrence during rain events, Ashburton is relatively flat and ponding is generally static, shallow (less than 300mm) and is rarely sufficient to enter habitable buildings or cause property damage. A greater concern is that natural overland flow paths, many of which cross private property, are not clearly defined and are easily manipulated, intentionally or unwittingly, through subdivision development and the construction of new roads.

2 Sourced 30.05.2017 from <http://www.mfe.govt.nz/fresh-water/national-policy-statement/about-nps>

3 Sourced 30.05.2017 from <https://www.ecan.govt.nz/data/document-library>



Stormwater management in Methven, Rakaia and other small communities will be considered via an extension to the Ashburton Stormwater Management Plan or through the development of a District Stormwater Management Plan. This will provide the future direction of stormwater management within these communities.

Future expansions of the serviced area will be aligned with the growth directions signalled in the District Plan, as well as forecasted effects of climate change.

One way in which network capacity can be maximised is through altering stormwater catchments to share the load more evenly. The proposed capital programme begins to do this, and further work may identify other opportunities.



### What we plan to do and our levels of service

**What we're aiming for:** To ensure property and the environment are protected and roads and footpaths continue to be accessible during rain events.

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)		HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR				
			(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28	
We provide protection from flooding for private properties	Flooding events from stormwater overflows *		0	0	0	0	0	
	<i>The number of flooding events resulting from stormwater overflows, and for each flooding event the number of habitable floors affected, expressed per 1,000 properties connected to the stormwater system.</i>		0	0	0	0	0	
	Median response time (in hours) to callouts*  <i>Where Contractors attend a call-out on Council's behalf to attend a flooding event, the median response times are measured from the time Council receives the notification to the time that service personnel reach the site.</i>		0 (no flooding events)	1 hour	1 hour	1 hour	1 hour	
We provide efficient and sustainable stormwater services	Compliance with resource consents *  <i>Compliance with Council's resource consents for discharge from its stormwater systems measured by the number of the following received by Council:</i>	Abatement notices	0	0	0	0	0	
		Infringement notices	0	0	0	0	0	
		Enforcement orders	0	0	0	0	0	
		Convictions	0	0	0	0	0	
The majority of residents are satisfied with our stormwater services	Customer satisfaction with stormwater services*  <i>The total number of complaints received by Council about the performance of its stormwater system, expressed per 1,000 connections to the stormwater systems.</i>		2.71 complaints/ 1,000 connections	≤5	≤5	≤5	≤5	

\* Mandatory performance measure set by the Department of Internal Affairs

## Key Projects

### Capital Works Programme

An extensive capital upgrade programme over the next 30+ years will dominate the expenditure for stormwater. The programme is in two parts: new and upgraded pipework to provide flood alleviation; and attenuation and treatment facilities to improve the quality of the final discharge. The total programme is budgeted at approximately \$22.6m.

Pipelines are proposed in:

- West Street: Mill Creek to the river. Split into four stages, finishing in 2027;
- Chalmers Avenue: South St to the river. Programmed for 2029-31;
- Alford Forest Road: Charles Street to Allens Road. Programmed for 2036-38; and
- Havelock St: Grigg St to West St. Programmed for 2040-42.

Attenuation (storage of excess stormwater during the peak of a storm, followed by the controlled release of the stored water) and treatment facilities are proposed for the discharges located at:

- West Street
- Chalmers Avenue
- Trevors Road
- River Terrace
- Allens Road
- Melcombe Street
- Smithfield Road

The following table details the annual budget for new capital works until 2028. New capital work refers to the development of new infrastructure that increases the levels of service and/or the capacity of the asset to service an increase in demand.

	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL NEW CAPITAL WORKS</b>	<b>1,799</b>	<b>1,903</b>	<b>1,936</b>	<b>11,537</b>
<b>Ashburton</b>				
West Street trunk main (Havelock St / River Tce)	1,799	1,803		
Attenuation and treatment facilities		100	1,936	4,765
West Street trunk main (Wills St / Havelock St)				1,372
West Street trunk main (Walnut Ave / Wills St)				3,357
West Street trunk main (Millcreek / Walnut Ave)				2,042

### Capital Renewals Programme

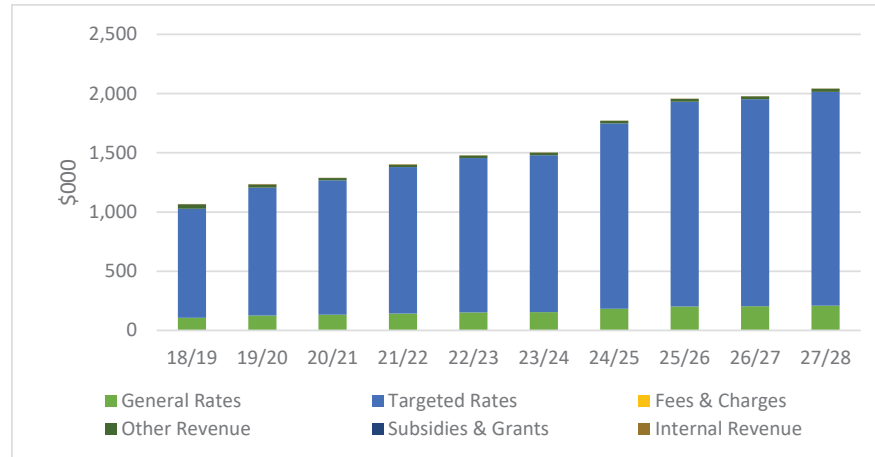
The stormwater reticulation is relatively long-lived and relatively young, and stormwater structures are generally long-lived concrete, rock or earthwork structures. As a result, there are no renewals in the 30-year renewals programme.

Planned condition assessments of pipes will ensure future renewal programmes are based on the best information available. Once additional condition data is obtained on pipelines and facilities, any urgent projects will be added to the programme.

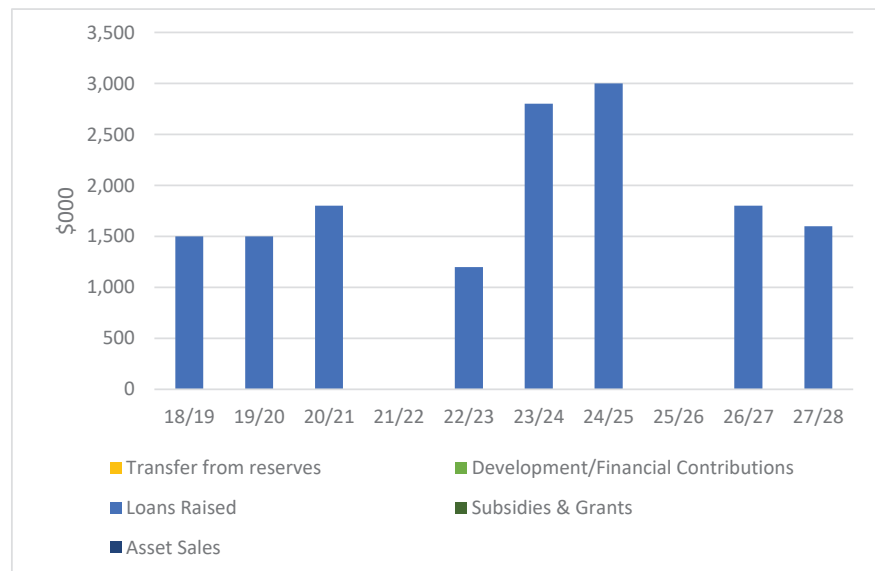


## Financial Overview

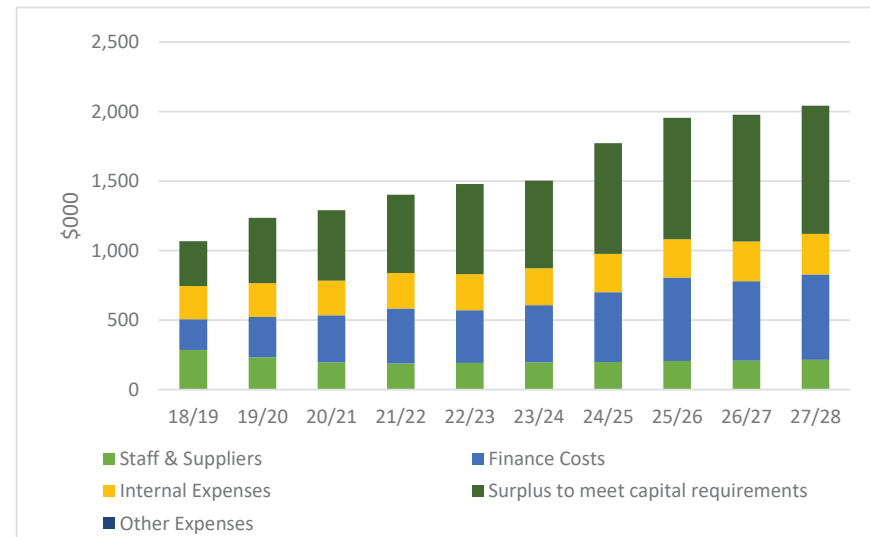
### Operating Income Sources



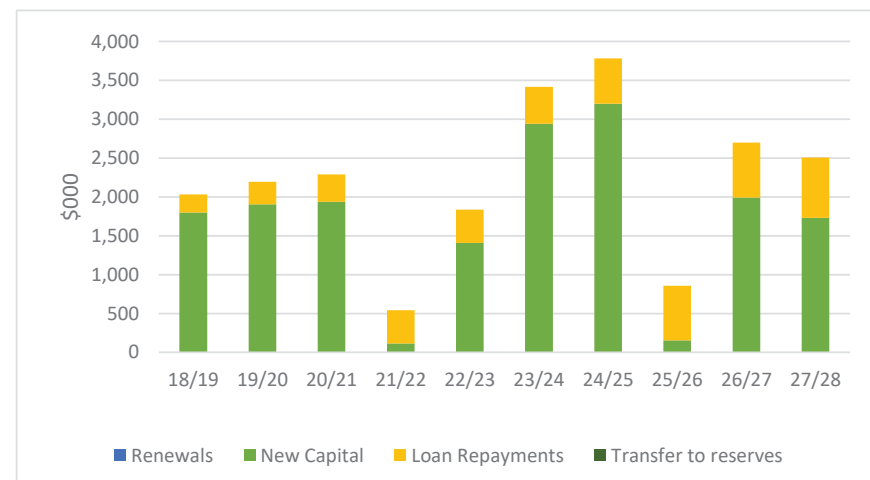
### Capital Income Sources



### Operating Expenses



### Capital Expenses



## Funding Impact Statement

### For Stormwater

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
<b>Operating Funding</b>											
<b>Sources of operating funding</b>											
General rate, UAGC*, rates penalties	100	107	126	132	143	152	154	182	201	203	210
Targeted rates	863	921	1,080	1,136	1,237	1,304	1,325	1,566	1,729	1,749	1,806
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	12	4	3	3	3	2	3	2	1	1	1
Local authorities fuel tax, fines, infringement fees and other receipts	21	37	27	19	20	21	22	23	24	25	26
<b>Total sources of operating funding</b>	<b>996</b>	<b>1,068</b>	<b>1,236</b>	<b>1,290</b>	<b>1,403</b>	<b>1,480</b>	<b>1,503</b>	<b>1,772</b>	<b>1,956</b>	<b>1,978</b>	<b>2,043</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	183	285	232	196	188	191	197	198	206	208	213
Finance costs	180	222	290	338	396	379	410	503	600	571	615
Internal charges and overheads	257	239	244	250	255	261	267	274	277	285	292
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding</b>	<b>620</b>	<b>746</b>	<b>766</b>	<b>784</b>	<b>839</b>	<b>831</b>	<b>874</b>	<b>975</b>	<b>1,083</b>	<b>1,065</b>	<b>1,120</b>
Surplus/(deficit) of operating funding	376	322	470	505	564	649	630	797	873	913	923

\* Uniform Annual General Charges

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**Expenditure by Stormwater Scheme**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Ashburton	898	1,098	1,137	1,218	1,332	1,337	1,410	1,597	1,759	1,759	1,855
Methven	67	59	74	60	60	61	62	63	64	65	66
Rakaia	17	17	31	18	17	18	18	19	19	19	20
Hinds	3	3	3	3	3	3	3	3	3	3	3
<b>Total operating expenditure</b>	<b>985</b>	<b>1,176</b>	<b>1,245</b>	<b>1,299</b>	<b>1,412</b>	<b>1,419</b>	<b>1,493</b>	<b>1,681</b>	<b>1,844</b>	<b>1,846</b>	<b>1,944</b>
less depreciation	365	430	479	515	574	588	620	706	762	781	824
<b>Total applications of operating funding</b>	<b>620</b>	<b>746</b>	<b>766</b>	<b>784</b>	<b>839</b>	<b>831</b>	<b>874</b>	<b>975</b>	<b>1,083</b>	<b>1,065</b>	<b>1,120</b>

**Capital by Stormwater Scheme**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000W	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Ashburton	2,035	3,097	1,954	1,936	222	1,410	3,053	3,197	268	1,992	1,850
<b>Total capital expenditure</b>	<b>2,035</b>	<b>3,097</b>	<b>1,954</b>	<b>1,936</b>	<b>222</b>	<b>1,410</b>	<b>3,053</b>	<b>3,197</b>	<b>268</b>	<b>1,992</b>	<b>1,850</b>
less vested assets	120	1,298	51	0	107	0	111	0	116	0	121
Council funded capital expenditure	1,915	1,799	1,903	1,936	115	1,410	2,942	3,197	152	1,992	1,729



## Stockwater

### What we do

Our stockwater network covers the majority of the district, except where coverage is provided by the Montalto and Methven Springfield piped stockwater/potable water schemes. The network services approximately 2,100 properties via 2,150 kilometers of stockwater races. It is reducing over time as races are closed, either due to changes in farm practices making stockwater races unnecessary or undesirable, or water becomes available from an alternative source such as a groundwater bore or irrigation scheme.

Water is sourced from 23 main intakes, including one from the Rangitata Diversion Race (RDR) at Klondyke and the Acton intake which is operated and managed by Acton Irrigation Ltd. The majority of intake is from rivers, streams, springs and drains. Sixteen of these abstractions are from the Hakatere / Ashburton River system. The remainder are from the Rangitata, Hinds and Rakaia systems.

The water race network is primarily a gravity fed open race system, although there are a number of areas serviced by piped systems. We also provide stockwater via two piped schemes in Methven/Springfield and Montalto areas. These schemes are also used for household purposes and are treated to provide potable water. For the purposes of management, these piped schemes are considered drinking water supplies.

The network of stock water races is comprised of five separate areas, which service a combined farm area of approximately 181,920 ha. The five areas are:

- Methven/Lauriston - located in the northwest part of the district
- Winchmore/Rakaia - located northeast of the Ashburton Township and at the “bottom” of Council’s water race network
- Mount Somers/Willowby – located in the centre of the District
- Montalto/Hinds – located to the south of Mt Somers/Willowby
- Acton – located south of the Rakaia River and east of Winchmore/Rakaia.

Our stockwater network has been identified as both a key issue and an opportunity for the district in the Ashburton Zone Implementation Programme (ZIP) of the Canterbury Water Management Strategy 2009.

We are a part of the Hinds/Hekeao Managed Aquifer Recharge (MAR) project which aims to improve water quality in surface waters and aquifers, by recharging an aquifer in the Hinds area. Our unused, consented water from the Rangitata River is diverted through the Rangitata Diversion Race and Valetta Irrigation Scheme to two infiltration basins, before seeping into an underlying shallow aquifer and then infiltrating surface water bodies. The project began in June 2016 and by October it had recharged more than 1.1 billion litres of water. Bores monitoring regional groundwater conditions around the site have shown improvements in both water quantity and water quality, with decreasing concentrations of nitrates.

While it is a relatively new concept for the Canterbury Plains, MAR has been proven overseas to be an effective water management tool. By the end of 2017, the first stage of our two-phase pilot was completed. The MAR Group is working towards a further 18 sites being operational by March 2018. We will review our involvement with the project early in 2018/19.

### Why we do it

We operate Stockwater schemes to promote the productivity of rural land through the efficient provision of reliable Stockwater.

In providing the Stockwater services to the community we have designed the levels of service to be the best possible at a cost that the community can afford and is willing to pay.

### How this activity is funded

Operating expenditure for the Stockwater activity is funded in the following way:

	Uniform Annual General Charge	General Rates	Target Rates – Capital Value	Targeted Rates – Uniform Annual Charge	Fees & Charges
<b>STOCKWATER</b>		✓		✓	



### Contributions to Community Outcomes

Stockwater contributes to the following Community Outcomes as shown below.

	Residents are included and have a voice	A district of great spaces and places	A prosperous economy based on innovation and opportunity	A balanced and sustainable environment
<b>STOCKWATER</b>		✓	✓	✓

We are committed to providing Stockwater services using the following strategic objectives.

	Plan and provide fit for purpose services	Lead the community with clear and rational decision-making	Work with the community and engage in meaningful conversations	Represent the district on regional/national issues and partner with others as needed
<b>STOCKWATER</b>	✓	✓		

### Potential Negative Effects on the Local Community

This activity could present a range of risks for the community. Potential negative effects identified for Stockwater are shown below.

EFFECT	HOW COUNCIL INTENDS TO MITIGATE EFFECT
Stockwater race network service failures.	<p>We have plans in place for the timely repairs of network faults with our in-house stockwater rangers.</p> <p>We are committed to improving our communication with users of the service about a range of topics including operations during drought, water conservation, race blockages and the impacts of bylaws, management plans and strategies.</p>
Increase in user expectations, or increased demand for the continued provision of stockwater services.	We are operating the activity on the basis that the network will reduce over time as races are closed.

### Key issues for the next 10 years

#### Climate change

Climate change may cause issues in the future with our Stockwater networks. The potential effects of drought conditions on the provision of stockwater include increased demand, decreased river flows and lower groundwater availability. Our Stockwater Activity Management Plan outlines how we plan for and operate during drought conditions.

#### Restrictions in water abstraction and availability of water to consumers

The current Land and Water Regional Plan (LWRP) seeks a reduction in abstractions from the Ashburton River system for stockwater purposes from 5.33 cumecs (in 2012) to 2.9 cumecs by 2023. While this is achievable, and much progress has been made to date, there are no detailed plans for specific closures or reconfigurations, although limited exploratory work has been carried out in the previous 3 years.

The assumption under which the Stockwater activity operates is that the network will continue in its present form, although the total length of races reduces by approximately 100km per year as a result of unfocused local race closures initiated by individual customers.

#### Future of the Stockwater Supply

A district-wide survey of stockwater users was undertaken in 2013. In the survey 58% of respondents stated that the stockwater supply was essential for their farming operation, the predominant use being for stock drinking water (96%). The water was also used domestically (19%) and as a potable supply (7%).

Stockwater, domestic uses and potable supply are considered by Council to be the core uses of the stock water network.

We are presently considering options, costs and implications for potentially closing the stockwater race schemes in Ashburton District in favour of other alternative supply methods. In doing this review, we are:

- having discussions with people running irrigation schemes throughout the District to see what potential synergies exist.

- exploring options for alternative sources of water, particularly for those at distal parts of the network to reduce ‘water required to convey water’. This could include supply to:
  - Some clusters of properties by restricted rural water supply schemes.
  - Remaining users by individual bores.

We are developing a Surface Water Strategy which will include implementing steps to better understand the ecological and cultural values of the stockwater race network. Specific stock water races may need to remain open in their existing or similar form to preserve localised high-value ecology and/or cultural values where they have been identified.

### Anticipated Changes in Customer Expectations

Dairy conversions are of particular significance. Dairying changes the nature of land use and the configuration of water demand and usage. Converting a property for dairying requires the implementation of extensive irrigation systems and access to reliable quantities of clean water.

Open races are not compatible with travelling irrigations systems and due to the variable water quality within the stockwater network, there have been ever increasing requests to realigned water races to the perimeter of farming blocks. These properties are typically choosing to access stock water from bores rather than the network.

### Demand Management

Demand is presently managed on the district’s stockwater schemes, according to the Stockwater Network Management Plan, in particular sections on:

- Operations during drought
- Water conservation.

Additional demand management initiatives include education and awareness programmes to promote stockwater race efficiency, such as:

- Improving communications between property owners and race operators when race blockages occur, and
- Disseminating information to users on bylaws, management plans and the importance of regular cleaning of races.



### What we plan to do and our levels of service

**What we're aiming for:** To promote the productivity of rural land through the efficient provision of clean, reliable stockwater.

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)		HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR				
			(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28	
We provide efficient and sustainable stockwater services	Compliance with resource consents * <i>Compliance with Council's resource consents for discharge from its stormwater systems measured by the number of the following received by Council:</i>	Abatement notices	0	0	0	0	0	
		Infringement notices	0	0	0	0	0	
		Enforcement orders	0	0	0	0	0	
		Convictions	0	0	0	0	0	

## Key Projects

### Capital Works Programme

The following table details the annual budget for new capital works until 2028. New capital work refers to the development of new infrastructure, which increases the levels of service and/or the capacity of the asset to service an increase in demand. Work may or may not be completed as alternative solutions are developed and discussed with Environment Canterbury.

	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL NEW CAPITAL WORKS</b>	<b>24</b>	<b>242</b>		
<b>Intake Fish Screens</b>				
Brothers	8	84		
Cracroft	4	39		
Methven Auxiliary	8	83		
Pudding Hill	4	37		

### Capital Renewals Programme

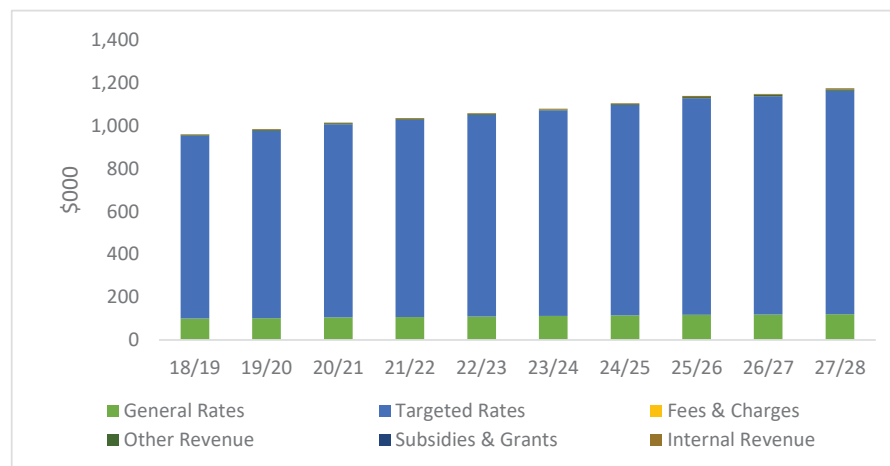
The following table details the annual budget for capital renewals until 2028. Capital renewals refers to the programmed upgrade or replacement of existing assets. In some cases, this may result in an increase in the levels of service and / or in the capacity of the asset to service increased demand.

	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
Intake measurement equipment renewal				58

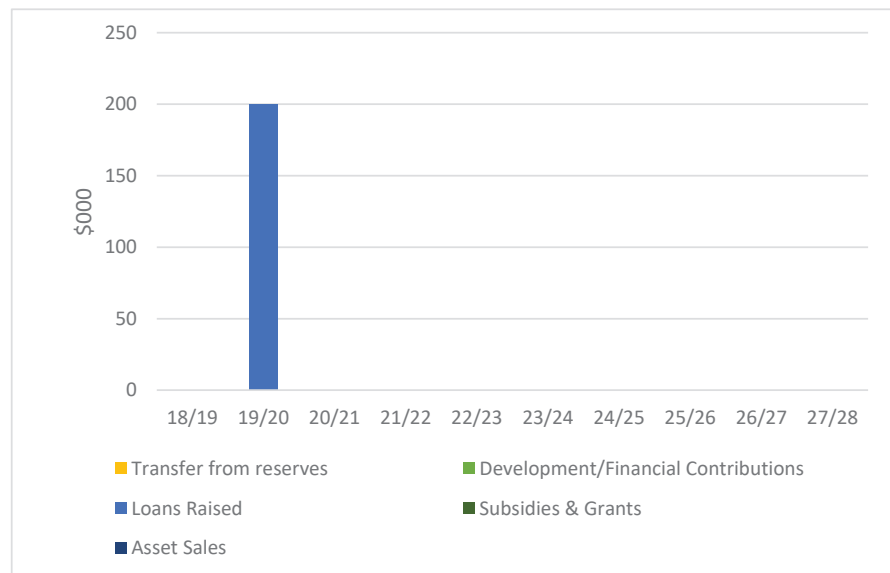


## Financial Overview

### Operating Income Sources



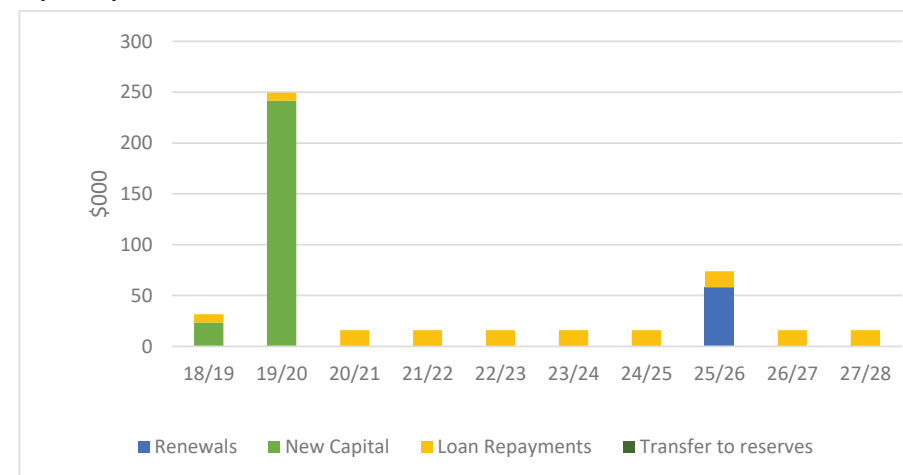
### Capital Income Sources



### Operating Expenses



### Capital Expenses



## Funding Impact Statement

### For Stockwater

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
<b>Operating Funding</b>											
<b>Sources of operating funding</b>											
General rate, UAGC( Uniform Annual General Charges), rates penalties	102	100	102	105	107	110	112	114	118	118	121
Targeted rates	877	855	875	903	922	942	961	984	1,013	1,021	1,043
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	4	3	4	4	4	4	4	4	5	5	5
Local authorities fuel tax, fines, infringement fees and other receipts	4	4	4	4	4	4	4	4	6	6	7
<b>Total sources of operating funding</b>	<b>987</b>	<b>962</b>	<b>985</b>	<b>1,016</b>	<b>1,037</b>	<b>1,060</b>	<b>1,081</b>	<b>1,107</b>	<b>1,141</b>	<b>1,150</b>	<b>1,177</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	690	670	683	696	711	726	742	757	775	791	809
Finance costs	9	8	7	15	14	14	13	12	12	11	11
Internal charges and overheads	243	239	246	252	257	264	269	279	280	287	295
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding</b>	<b>942</b>	<b>917</b>	<b>936</b>	<b>963</b>	<b>983</b>	<b>1,004</b>	<b>1,024</b>	<b>1,048</b>	<b>1,067</b>	<b>1,089</b>	<b>1,114</b>
Surplus/(deficit) of operating funding	45	45	50	54	55	56	57	58	74	61	62

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**Expenditure by Activity**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Stockwater	987	962	982	1,016	1,037	1,060	1,081	1,107	1,126	1,150	1,177
<b>Total operating expenditure</b>	<b>987</b>	<b>962</b>	<b>982</b>	<b>1,016</b>	<b>1,037</b>	<b>1,060</b>	<b>1,081</b>	<b>1,107</b>	<b>1,126</b>	<b>1,150</b>	<b>1,177</b>
less depreciation	45	45	46	54	55	56	57	58	60	61	62
<b>Total applications of operating funding</b>	<b>942</b>	<b>917</b>	<b>936</b>	<b>963</b>	<b>983</b>	<b>1,004</b>	<b>1,024</b>	<b>1,048</b>	<b>1,067</b>	<b>1,089</b>	<b>1,114</b>

**Capital by Activity**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Stockwater	0	24	242	0	0	0	0	0	58	0	0
<b>Total capital expenditure</b>	<b>0</b>	<b>24</b>	<b>242</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>58</b>	<b>0</b>	<b>0</b>
less vested assets	0	0	0	0	0	0	0	0	0	0	0
Council funded capital expenditure	0	24	242	0	0	0	0	0	58	0	0









## TRANSPORTATION

We are responsible for the operation and maintenance of the fourth largest roading network in New Zealand. Managing our road and footpath network, to enable the convenient and safe movement of people through and within the district, includes:

- Fixing what is broken
- Improving or altering assets when they do not fit their purpose
- Constructing or expanding where required.

## Transportation

### What we do

As the Road Controlling Authority we own and manage the road network in the district (excluding State Highway 1 and 77). We have a road network of 2,632 kilometres, of which 1,507 kilometres is sealed and 1,116 kilometres is unsealed. Over 90% of our roads are located in rural areas of the district. Other assets included in this activity are:

- 181 bridges (this includes the RDR bridges)
- 233 kilometres of footpaths
- 5,444 metres of cycleways (shared pedestrian/cyclist paths)
- 8,854 metres of cycle lanes (painted on roads)
- 278 kilometres of kerb and channel
- Over 2,800 streetlights
- More than 9,800 signs
- Over 3,000 culverts.

State Highways 1 (from the Rakaia River to the Rangitata River) and 77 (from Ashburton to Rakaia Gorge via Methven) traverse the district. While the highways are owned and managed by the New Zealand Transport Agency (NZTA), they complement our network and provide strategic regional and national roading network connections. Road users make little distinction between road owners, especially in urban areas, where highways are effectively regarded as local roads by local users.

Our network has been designed to minimise the vehicle kilometres travelled on unsealed roads, with a sealed road within reasonable proximity of all properties. Currently, extension of the sealed road network is mainly due to urban subdivisions, with rural intersection seal backs providing minor additions. Changes in rural land use have resulted in additional stress for our roads.

Ashburton roads have seen heavy increases in daily traffic. Vehicle kilometres travelled (including heavy vehicles such as milk tankers) in the district have increased by 25% since 2010, causing more wear and tear on our rural road network. Some rural roads are now showing signs of premature failure. Council funds for depreciation on its roading assets

in a 15 year renewal cycle, but the roads are deteriorating faster than the depreciation funding allows for and roads often need significant repairs within 10 years.

With new technology and better monitoring systems in place, we now have a clearer picture of the conditions of the roading network. Strengthening parts of the district's road network is required, particularly for main arterial routes with heavy traffic.

As well as roading, the Our Place engagement campaign signalled that Community Safety is important for our residents, particularly in regard to street lighting and Closed Circuit Television (CCTV). We are currently undertaking a lamp replacement programme to take advantage of NZTA's funding increase for the installation of Light Emitting Diode (LED) lamps. These have up to five times the useful life and use approximately half of the energy of conventional high pressure sodium street lights. We expect this work to be completed by the end of year one of the LTP.

Although we are fortunate to have very low numbers of fatal and serious crashes per vehicle kilometre travelled, when compared to national statistics, our road safety work programme will continue for the duration of this LTP. Our campaigns currently focus on intersections, winter driving and mature and young drivers.

### The cost of our roads

We are consistently one of the four lowest cost-per-kilometre transportation networks in New Zealand. Our programmed expenditure from 2018/19 to 2024/25 is:

- Maintenance and operations    \$34.6 million
- Renewals    \$53.0 million
- Capital Improvements    \$30.3 million

The requested National Land Transport budget from NZTA in 2018-21 is:

- Maintenance and operations    \$14.0 million
- Renewals    \$22.5 million
- Capital Improvements    \$ 5.6 million (\$7.5million if Railway works included)

As at June 2017, the replacement value of our transportation assets was \$454 million and these are depreciating at the rate of \$7 million per annum. In 2015, our rates revenue was 60% of the New Zealand provincial council median.

In 2015 we included extra budget for capital expenditure on roads to respond to less NZTA funding than what had been planned for. To maintain current levels of service, loan funding for cyclic renewals is being used for the first two years of the Long-Term Plan 2018-28. However, loan funding for cyclic renewals is not the preferred option in the long-term as it is not financially prudent, therefore we plan to increase rates from 2020/21 onwards.

For this LTP we asked NZTA for approval to fund a work programme of \$14 million per annum for the next three years, which is an additional \$3 million worth of capital expenditure in order to maintain the current levels of service. This means we will partially fund our share of the \$3 million required to continue to provide this service. While not finalised, it appears there has been some success in lobbying NZTA for additional funding for this activity. This means the extra funding from NZTA will assist in maintaining the current levels of service.

### **NZTA Subsidy Funding**

We work closely with NZTA, who are responsible for looking after the State Highways in our district, to ensure appropriate transport strategies are implemented.

NZTA Investment allocate subsidised funding from the National Land Transport Fund for maintenance and renewal of the Nation's roads. Councils and NZTA (for State Highways) submit applications for monies from this fund. NZTA Investment review all applications and decides the amount given to each applicant. This approved amount is adjusted by the subsidy rate to determine the actual dollar value provided.

Our subsidy rate is governed by the Funding Assistance Rate (FAR) which is currently set at 51% of all NZTA-approved projects (i.e. 51 cents for every dollar spent on roads). We rate for the other 49 cents through our general rates.

We are concerned that NZTA's One Network Road Classification (ONRC) system, which comes into effect on 1 July 2018, will disadvantage our roading network. In this system 75.8% of the district's roads are classified either Access or Low Volume roads which mean they carry the least amount of traffic categorised by the customer-focussed ONRC. This makes it increasingly difficult to justify funding on these roads compared to higher-use routes, so the end result is they will be lower priority in the work programme and are likely to have reduced levels of service.

We believe the size of our roading network and relatively small population results in a disproportionate cost burden on ratepayers. With our local economy highly oriented towards producing export goods, it is vital our roading network provides an efficient and effective link between the district and ports. As roading is important to the community, we are asking NZTA for an increase in funding to help maintain the current levels of service. With Ashburton District roads being considered by NZTA to be one of the better maintained networks, it is unlikely the full request for funding will be successful ahead of other districts with greater roading issues.

On a positive note, NZTA have recently announced an increase in funding for footpaths. All capital expenditure, maintenance and renewals of footpaths will now receive the 51% FAR level from NZTA. This will reduce the rating requirement of footpaths by approximately \$500,000 which will reduce the overall rate for the district and applies to all footpaths throughout the district.

### **Aoraki Roothing Collaboration**

In 2014, we entered into a Memorandum of Understanding (MoU) with Mackenzie, Timaru and Waimate District Councils to "work together in specific aspects of roading asset management and network operations." To date this has resulted in a shared maintenance contract (see Section. 5.1), improved data management through shared skills and strong technical support through inter-council communications. We are committed to continue to work with our neighbours in this way for the many reasons including economies of scale; increased technical skills and available knowledge; strategic purchasing capacity flexibility; and lower overhead costs.

### **Ashburton Urban Second Bridge**

We indicated in 2015 that the physical construction of the second urban bridge in Ashburton was not expected to start until 2025/26. Through the 'Our Place' engagement in late 2017, our community ranked the top eight most important ideas for the district over the next ten years. Maintaining and improving the existing roading network was the number one priority for the community, with the second urban bridge in Ashburton coming in as fifth most important. With this in mind, we have looked at options to reduce the cost to ratepayers of building the bridge. A key factor to consider is that Council will opt to loan-fund whatever costs it has for the bridge, and use inter-generational equity principles to ensure current and future users pay their fair share of building the bridge.



Therefore the rate collected would be used to offset the loan funding in a similar way the loan for the EA Networks Centre is currently being paid.

We consider that the second urban bridge will benefit NZTA's State Highway One by placing less pressure on the existing bridge and associated roading corridor, and providing an alternative roading corridor should the state highway bridge become blocked and/or unusable. As we are seeking to minimise the contribution made by local residents to the bridge, we are planning to invest 20% towards the cost of the bridge. The remaining portion would be sourced via both the NZTA subsidy and the new government's recently introduced Provincial Growth Fund (PGF).

### Rangitata Diversion Race Bridges

We have included resourcing to address the issues with the 25 Rangitata Diversion Race (RDR) bridges that Council owns. Within this Long-Term Plan, \$3.54 million has been allocated to undertake the replacement of bridges over an extended work programme. The breakdown of this funding is for \$680,000 for each of Years 1-3, and an additional \$750,000 for each of Years 6-7. Council has negotiated the final terms for the contribution and conditions of the agreement with the RDR Board, and has received \$500,000 of funding as a result.

### Why we do it

Quality roading and footpaths infrastructure are critical for our community. These networks are the pathway for transporting products to local and international markets and play an essential role in supporting the local, regional and national economies. They are also the conduits for the community to carry out their business, leisure and social activities in a safe and reliable way that is fit for purpose and meets expectation and needs. The networks allow visitors to travel through and around the district and for our residents to visit other locations.

Our cycleways and footpaths are integrally linked to the roading and footpath networks. Combined, these networks enhance our communities as great places to live, work and play and provide opportunities for active transport such as cycling and walking.

The provision of roading and footpaths is a core service under the Local Government Act 2002.

### How this activity is funded

Operating expenditure for Roding and Footpaths & Cycleway activities is funded in the following way:

	Uniform Annual General Charge	General Rates	Target Rates – Capital Value	Targeted Rates – Uniform Annual Charge	Fees & Charges
<b>ROADING</b>			✓		
<b>FOOTPATHS &amp; CYCLEWAYS</b>		✓	✓		

### Contributions to Community Outcomes

Roding contributes to the following Community Outcomes as shown below.

	Residents are included and have a voice	A district of great spaces and places	A prosperous economy based on innovation and opportunity	A balanced and sustainable environment
<b>ROADING</b>		✓	✓	
<b>FOOTPATHS &amp; CYCLEWAYS</b>		✓	✓	

We are committed to providing Roding services using the following strategic objectives.

	Plan and provide fit for purpose services	Lead the community with clear and rational decision-making	Work with the community and engage in meaningful conversations	Represent the district on regional/national issues and partner with others as needed
<b>ROADING</b>	✓	✓	✓	✓
<b>FOOTPATHS &amp; CYCLEWAYS</b>	✓	✓	✓	✓

### Potential Negative Effects on the Local Community

This activity could present a range of risks for the community. Potential negative effects identified for Transportation are shown below.

EFFECT	HOW COUNCIL INTENDS TO MITIGATE EFFECT
Road and environment factors can contribute to crashes, particularly those that involve loss of control.	We will continue to monitor road crash causes, remedy known issues and run appropriate road safety initiatives and programmes.
Contaminated road water run off causing environmental degradation.	We will continue to manage and monitor this through contracts and standards. Where possible we will encourage the use of off-road stock corridors and road underpasses.
Increase in traffic volumes leads to congestion on roads that contributes to longer travel times and associated costs.	We will continue to monitor traffic counts and increase the availability of information regarding alternative routes. We will continue to lobby NZTA for funding to pursue the second Ashburton bridge.
The resilience of the network is compromised (for example the Christchurch and Kaikoura earthquakes).	We maintain an emergency event road hierarchy, which prioritises specific routes to be made accessible should the network become compromised.
Road deterioration where renewals are not completed affects vehicles through increased wear and tear and associated costs.	We will manage road conditions through maintenance contracts, standards and levels of service. We will endeavour to optimise funding for maintenance and renewals and use robust data for forward planning.

### Key issues for the next 10 years

#### Ashburton Urban Area - Traffic Congestion

State Highway 1 (SH 1) is the main route through Ashburton and Tinwald, and also functions as a core traffic distributor. A number of factors combine to sometimes cause

standstill congestion through the urban area, and other regions are increasingly reporting effects in their localities from this issue. With the Ashburton River Bridge creating a pinch point, a second bridge has been identified as a critical solution.

Design for the second bridge is currently planned for 2020/21 with physical work beginning in 2026. We consider this project should be brought forward and connected with the NZTA Tinwald SH 1 Corridor Improvements. Economic growth and productivity, travel time reliability, network resilience and improved road safety are the key drivers for these projects.

NZTA have identified through their Long-Term Strategic View some goals regarding travel time reliability and increased network resilience on the Christchurch to Dunedin corridor. Our view is that congestion issues on the State Highway network could be alleviated with progression of these solutions identified above. We are planning to invest 20% towards the cost of the bridge and have budgeted for this accordingly. The remaining portion would be sourced via both the NZTA subsidy and the recently introduced Provincial Growth Fund (PGF).

#### Climate Change

Climate change may impact on roading and we are planning for the possible effects. Changes may include:

- More frequent and intense storms, which could change flood protection design levels and increase erosion, coastal storm effects, and run-off from upper catchments. Overall, this could lead to a rise in sediment being transported to lower catchment rivers and coastal areas.
- More frequent extreme rainfall events in townships influencing stormwater drainage capacity requirements for existing and new works.
- Reduced annual mean rainfall and increased drought conditions affecting soil permeability and reducing the efficiency of roadside swale drainage.
- Higher mean annual temperatures, with increased drying of unsealed roads leading to surface material wind erosion.
- A sea level rise which will lower coastal flood protection levels of service and, along with increased coastal erosion, may degrade coastal roads.

Solutions to climate change effects are built into the design of our new assets and replacement of existing assets. We will continue to use the latest guidance for various asset design parameters. Some assets may need additional capacity, however climate change scenarios indicate there is sufficient time to plan ahead. It is assumed that guidance will continue to be readily available and we will adapt as new or updated information from credible sources is produced.

### **Heavy Commercial Vehicles - Network-Wide Access**

To enable and improve network resilience, as well as economic growth and productivity, components of the rural network that restrict heavy commercial vehicle movements (including High Productivity Motor Vehicles (HPMV) and agricultural machinery) need to be dealt with. The main problems are bridge loading restrictions and inadequate seal widths. We plan to address these problems via the maintenance programme and capital renewals.

### **Impact of the One Road Network Classification (ONRC)**

The One Network Road Classification (ONRC) is being embedded into the transportation sector over the 2018-21 period. The intent of this system is to provide road users with nationally consistent service expectations and to inform and support activity management planning, investment choices, and operational decision-making. Changes are expected to maintenance levels within the district as a result of the ONRC customer-focus intent rather than the traditional best for asset approach. Low volume roads are likely to experience a decrease in works and high volume roads an increase. The issues related to these possible changes include reduced road safety, reduced asset quality/performance and customer dissatisfaction.

### **Impacts of changing land use**

Our rural areas have changed in their use of land; primarily through conversion to dairying, dairy support, and specialised cropping. This change and associated growth has increased the number of heavy commercial vehicles using these roads daily. Subsequently, wear and tear is increasing on parts of our roading network. This higher loading, along with increased commuter and tourist traffic throughout the South Island, has a compounding impact on the district's roading network, and this has concerned us for a number of years.

Greater residential development has also impacted on the district's footpath rehabilitation programme. Through using an incremental footpath development pattern, we are able to get better value for money and develop more footpaths throughout the district.

### **Network Safety, Performance and Capability**

We have a responsibility to ensure all road users experience safe travel on a fit-for-purpose network. To this end, there are multiple individual projects identified and undertaken. These projects are included in the Low Cost / Low Risk Improvements NZTA work category.



### What we plan to do and our levels of service

**What we're aiming for:** To enable efficient travel throughout the district to support economic activity and social interaction.

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR				
		(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28	
We provide quality transportation services for the district	The footpath network is well maintained* <i>The percentage of footpaths that within a territorial authority district that fall within the level of service or service standard for the condition that is set out in Council's relevant document (such as its annual plan, activity management plan, annual works program or Long-Term Plan).</i>	98%	85%	85%	85%	85%	
	The sealed local road network is smooth* <i>The percentage of kilometres travelled on the district's sealed roads measured by smooth travel exposure.</i>	95%	90%	90%	90%	90%	
	The sealed local road network is well maintained* <i>The percentage of the sealed local road network that is resurfaced.</i>	7.5%	4%	4%	4%	4%	
	Volume of metal replaced on unsealed roads* <i>Metal on unsealed roads lost due to weather, usage and other factors will be replaced.</i>	60,595m³	48,000m³	48,000m³	48,000m³	48,000m³	
	Reduction in fatalities on local roads* <i>The change in the number of fatalities from the previous financial year.</i>	1	≤2	≤2	≤2	≤2	
	Reduction in serious injury crashes on local roads* <i>The change in the number of serious injuries from the previous financial year.</i>	14	≤2	≤2	≤2	≤2	

\* Mandatory performance measure set by the Department of Internal Affairs

Table continues on following page...



WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR			
		(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28
Council contractors respond to transportation network failures and requests within required response times	Roading service requests are responded to on-time*	53%	75%	75%	75%	75%
	<i>The percentage of customer service requests relating to roading are responded to within the timeframes specified in the Transportation Maintenance Contract)</i>					
	Footpath service requests are responded to on-time*	67%	70%	70%	70%	70%
	<i>The percentage of customer service requests relating to footpaths are responded to within the timeframes specified in the Transportation Maintenance Contract.</i>					
The majority of residents are satisfied with Council's transportation services.	Residents are satisfied with Council's unsealed roads	59%	60%	70%	80%	80%
	Residents are satisfied with Council's sealed roads <i>New measure reported in LTP</i>	54%	60%	70%	80%	80%

\* Mandatory performance measure set by the Department of Internal Affairs

## Key Projects

### Capital Works Programme

The following table details the annual budget for new capital works until 2028. New capital work refers to the development of new infrastructure, which increase the levels of service and/or the capacity of the asset service an increase in demand.

	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL NEW CAPITAL WORKS</b>	<b>2,364</b>	<b>2,616</b>	<b>2,670</b>	<b>40,578</b>
<b>Roading</b>				
Bridge components and replacements	694	708	723	1,721
Ashburton - Second Bridge				35,016
Intersection upgrades	94	96	98	
Minor improvements	382	392	402	1,425
New kerb and channel	88	163	130	565
Rail Underpass - Melcombe Street	76	78	80	
Seal Improvements	165	169	172	996
Rehabilitation - Thompsons Track	765	781	798	0
<b>Footpaths</b>				
Ashburton	100	102	105	314
Methven			17	96
Rakaia			46	165
Rural		127	99	279

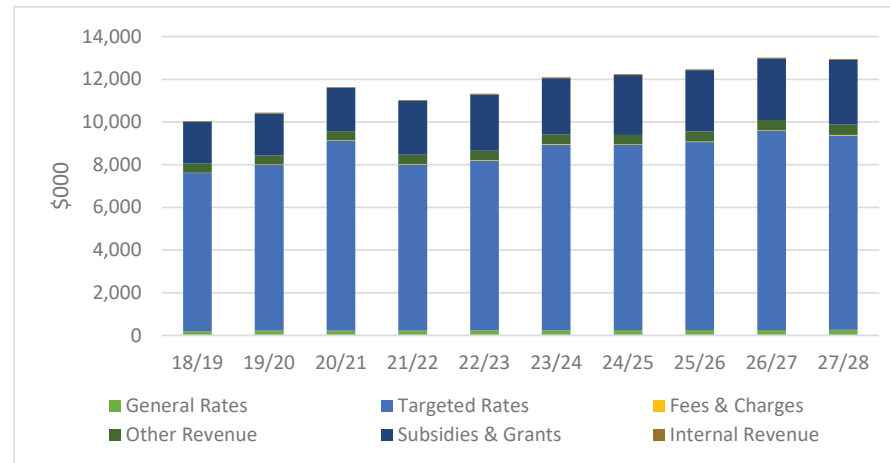
### Capital Renewals Programme

The following table details the annual budget for capital renewals until 2028. Capital renewals refers to the programmed upgrade or replacement of existing assets. In some cases this may result in an increase in levels of service and / or the capacity of the asset to deal with increased demand.

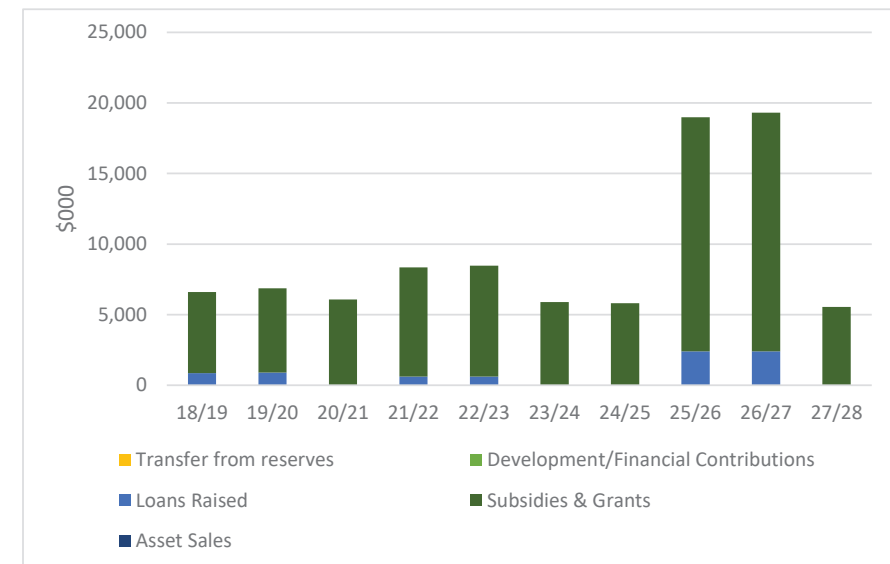
	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL CAPITAL RENEWALS</b>	<b>8,894</b>	<b>9,087</b>	<b>9,283</b>	<b>70,714</b>
<b>Roading</b>				
Bridge components	85	86	88	672
Culvert renewals and swale drainage	150	153	156	1,190
Kerb and channel replacement	452	462	471	3,586
Signs and streetlights replacements	77	81	86	551
Unsealed road metalling	900	919	938	7,140
Sealed roads overlay and resurfacing	6,457	6,596	6,736	51,438
<b>Footpaths</b>				
Ashburton	684	699	714	5,432
Methven	29	29	30	227
Rakaia	22	23	23	178
Rural	38	39	39	300

## Financial Overview

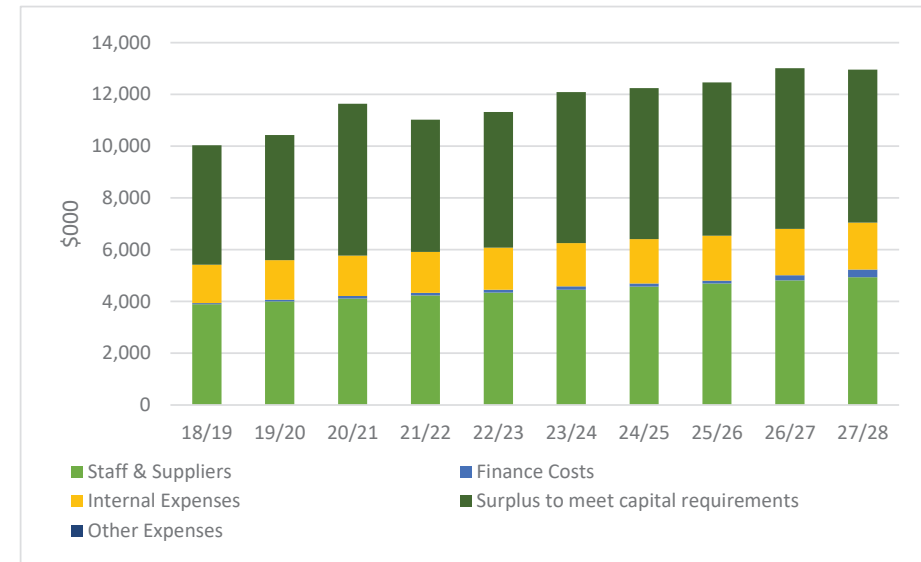
### Operating Income Sources



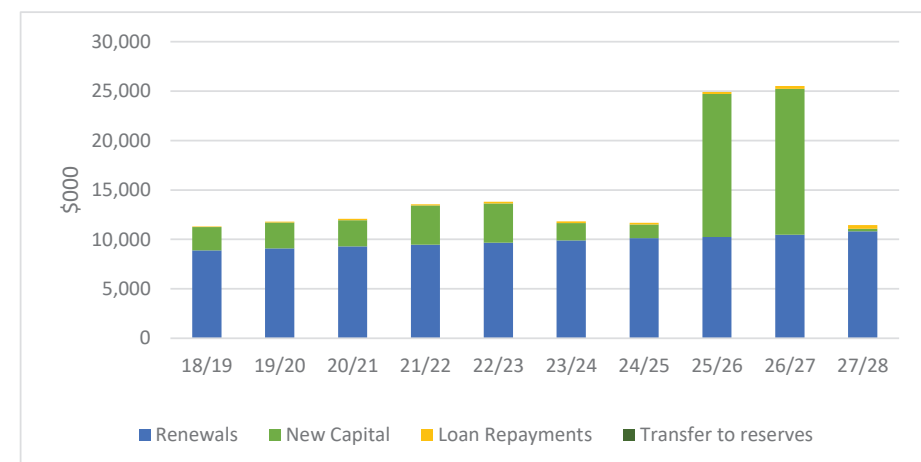
### Capital Income Sources



### Operating Expenses



### Capital Expenses





## Funding Impact Statement

### For Transportation

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
<b>Operating Funding</b>											
<b>Sources of operating funding</b>											
General rate, UAGC*, rates penalties	369	194	224	222	226	231	242	244	251	255	259
Targeted rates	7,206	7,407	7,757	8,888	7,775	7,951	8,698	8,674	8,809	9,326	9,105
Subsidies and grants for operating purposes	2,137	1,954	1,973	2,045	2,530	2,634	2,638	2,806	2,876	2,888	3,036
Fees and charges	25	22	22	23	23	24	24	25	25	26	26
Internal charges and overheads recovered	41	32	32	30	36	37	36	37	38	37	39
Local authorities fuel tax, fines, infringement fees and other receipts	416	423	425	431	439	445	450	454	468	478	489
<b>Total sources of operating funding</b>	<b>10,194</b>	<b>10,032</b>	<b>10,434</b>	<b>11,638</b>	<b>11,030</b>	<b>11,322</b>	<b>12,087</b>	<b>12,240</b>	<b>12,468</b>	<b>13,010</b>	<b>12,955</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	3,442	3,898	4,004	4,110	4,232	4,343	4,454	4,570	4,691	4,811	4,937
Finance costs	45	37	68	101	96	114	133	125	118	207	292
Internal charges and overheads	1,440	1,486	1,520	1,567	1,587	1,623	1,670	1,709	1,729	1,786	1,817
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding</b>	<b>4,928</b>	<b>5,421</b>	<b>5,592</b>	<b>5,778</b>	<b>5,915</b>	<b>6,080</b>	<b>6,257</b>	<b>6,405</b>	<b>6,538</b>	<b>6,805</b>	<b>7,047</b>
Surplus/(deficit) of operating funding	5,266	4,611	4,841	5,860	5,115	5,241	5,830	5,836	5,930	6,205	5,908

\* Uniform Annual General Charges

[illegible]



**Expenditure by Activity**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Roading	10,714	11,503	11,853	12,233	12,534	12,875	13,216	13,521	13,865	14,339	14,796
Footpaths	1,055	1,199	1,225	1,251	1,275	1,302	1,330	1,357	1,387	1,422	1,455
<b>Total operating expenditure</b>	<b>11,769</b>	<b>12,702</b>	<b>13,077</b>	<b>13,485</b>	<b>13,809</b>	<b>14,177</b>	<b>14,546</b>	<b>14,878</b>	<b>15,252</b>	<b>15,761</b>	<b>16,252</b>
less depreciation	6,841	7,281	7,485	7,707	7,894	8,097	8,289	8,473	8,715	8,956	9,205
<b>Total applications of operating funding</b>	<b>4,928</b>	<b>5,421</b>	<b>5,592</b>	<b>5,778</b>	<b>5,915</b>	<b>6,080</b>	<b>6,257</b>	<b>6,405</b>	<b>6,538</b>	<b>6,805</b>	<b>7,047</b>

**Capital by Activity**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Roading	8,132	12,771	12,858	14,051	13,814	14,414	11,821	11,070	26,969	27,553	13,442
Footpaths	1,278	1,029	1,121	1,155	1,112	1,166	1,252	1,043	1,217	1,215	1,243
<b>Total capital expenditure</b>	<b>9,410</b>	<b>13,799</b>	<b>13,978</b>	<b>15,206</b>	<b>14,926</b>	<b>15,580</b>	<b>13,072</b>	<b>12,113</b>	<b>28,186</b>	<b>28,769</b>	<b>14,684</b>
less vested assets	970	2,542	2,275	3,253	1,495	1,930	1,414	601	3,457	3,531	3,609
Council funded capital expenditure	8,440	11,258	11,703	11,953	13,431	13,650	11,658	11,511	24,729	25,237	11,076



*Don't waste tomorrow,  
recycle today*



**DANGER**  
STAY CLEAR  
WHEN LIFTING &  
MOVING DEBRIS





## WASTE REDUCTION & RECOVERY

## Waste Reduction & Recovery

### What we do

Council promotes sustainable waste management and minimisation. We also provide essential waste management services through contractual arrangements, to ensure the environmental impact of waste is minimised and the public are protected from health issues arising from waste generation in our district. We manage the following waste reduction and recovery services:

- Kerbside collection of recyclables and rubbish in urban communities
- Ashburton and Rakaia Resource Recovery Parks
- Rural recycling drop-offs around the district
- Methven green waste and inorganic material drop-off facility
- Management of the district's closed landfills
- The management of discarded litter and the collection of illegally dumped waste
- Communication, advocacy, education, and enforcement
- Waste management planning and reporting.

In 2016, we adopted our Waste Management Minimisation Plan (WMMP). The Plan excludes liquid wastes disposed of via our sewage system and bio-solids from the wastewater treatment process - which are addressed under our Wastewater Activity Management Plan. Trade wastes are covered by the Trade Waste Bylaw and liquid hazardous and gaseous wastes are also excluded from this Plan.

Our role in the district's waste management involves providing collection services and facilities for transferring and transporting waste to landfill disposal or to other processing facilities. We awarded the contract for waste reduction and recovery services to Envirowaste in 2017, with the new three bin kerbside collection beginning on the 1 September 2017. We took up the opportunity to extend the service to residents in outer Ashburton, Methven and Rakaia, as well as those in Winslow, Fairton and Lake Hood.

In response to submissions received to the draft LTP, we are now offering the provision of additional wheelie bins as and when requested by users of the kerbside collection service. Further information can be found in the Fees and Charges schedule of the LTP.

### Why we do it

The management of solid waste is a core service under the Local Government Act 2002. We have a statutory obligation to promote effective and efficient waste management and to achieve this it takes leadership in managing waste activities. It is important to manage solid waste well, given the health implications if the service was unsatisfactory and waste was not promptly collected, handled, and disposed of. Damage to the environment could easily occur if waste accumulated and was left to rot and become a source of disease. There is also a danger that groundwater and drinking water from shallow wells could be polluted. The activity must be managed in a sustainable manner for today's communities and future generations.

An effective waste management system is important for the Ashburton District to be sustainable and environmentally responsible, as well as tidy and attractive. The activity is therefore crucial to ensuring we are meeting our Community Outcomes.

### How this activity is funded

Operating expenditure for the Solid Waste Collection activity is funded in the following way:

	Uniform Annual General Charge	General Rates	Target Rates – Capital Value	Targeted Rates – Uniform Annual Charge	Fees & Charges
<b>SOLID WASTE COLLECTION</b>				✓	
<b>SOLID WASTE MANAGEMENT</b>		✓			✓

### Contributions to Community Outcomes

Solid Waste Collection contributes to the following Community Outcomes as shown below.

	Residents are included and have a voice	A district of great spaces and places	A prosperous economy based on innovation and opportunity	A balanced and sustainable environment
<b>SOLID WASTE COLLECTION</b>		✓		✓
<b>SOLID WASTE MANAGEMENT</b>		✓		✓



We are committed to providing Solid Waste Collection services using the following strategic objectives.

	Plan and provide fit for purpose services	Lead the community with clear and rational decision-making	Work with the community and engage in meaningful conversations	Represent the district on regional/national issues and partner with others as needed
<b>SOLID WASTE COLLECTION</b>	✓	✓		
<b>SOLID WASTE MANAGEMENT</b>	✓	✓		

### Potential Negative Effects on the Local Community

This activity could present a range of risks for the community. Potential negative effects identified for Waste Reduction and Recovery are shown below.

EFFECT	HOW COUNCIL INTENDS TO MITIGATE EFFECT
Potential for odour, dust, vermin, litter and noise from solid waste facilities, which may affect neighbours and public health	We monitor and mitigate the adverse effects of solid waste facilities via operational management plans, monitoring site activities and ensuring compliance with resource consent conditions.
Range of environmental effects possible from existing and closed landfills (e.g. gas, leachate contamination)	We implement site operational management plans and monitor sites to reduce, mitigate, avoid or remedy effects.
Cost of waste system is unsatisfactory for some people	Our costs are set according to Council policies. Rates and charges will be set to ensure the costs of the activity are recovered. We consult with the community on the charges of the activity.
Lack of buy-in to the “waste ethic” to separate waste	We promote education through providing information and undertaking enforcement, which also helps to encourage compliance.
A decrease in local economic activity causes a significant drop in commercial waste levels	We monitor and mitigate by adjusting the level of service required. If necessary, we will defer capital projects to minimise any costs to Council or ratepayers.

### Key issues for the next 10 years

#### Legislative Changes

Central government changes to policy, regulations and legislation could affect our role and delivery of this activity. We will continue to monitor any proposed changes and provide feedback to central government and Environment Canterbury, who represent the Canterbury region. We will also consider any work or budget implications from the changes and attempt to reduce the financial impact on our community.

#### Meeting needs – changing demand

Population growth and changes to the make-up of our community will impact on this activity. We don’t expect that growth will affect our capacity to deliver current levels of service over the next ten years, however when the current waste services contract ends this may then need to be reviewed.

While our residents expect waste reduction and recovery services to be provided at a reasonable price, the introduction of the new kerbside rubbish and recycling collection service has raised community expectations. We are committed to continuing to investigate options to ensure waste services are cost effective for residents and also meet their needs and expectations. Accordingly, we have some new capital expenditure planned for years 4-10.

#### Education and Improvements

The waste assessment carried out as a part of the development of the WMMP in 2016 identified key waste issues and challenges facing the district. These included:

- Impacts of unregulated disposal (farm pits, cleanfill and burning)
- How to improve the district recycling rate, including rural areas
- Organic material, which primarily includes food waste and green waste, is estimated to comprise the largest proportion of both kerbside refuse and the overall waste stream to landfill. However there is currently no food waste processing capacity in the district
- Within the district, there are currently no sorting facilities for mixed, unsorted recyclable materials or for construction & demolition, or industrial/commercial/institutional (ICI) waste. The wider region does however have a number of facilities



- The amount of waste being generated by commercial / business activity in the district – much of which is going to landfill but could be diverted - indicates that more awareness and education about good waste management is needed for the business community.

**Waste disposal**

Residual waste is currently disposed of by Council at the Canterbury Regional Landfill at Kate Valley in Hurunui District. Council is a joint venture partner (Transwaste) in the

Kate Valley Landfill with four other councils and Canterbury Waste Services Ltd. Further information about this partnership can be found in the CCO section of the Long-Term Plan.

Council intends to meet forecast demands for waste disposal by continuing to dispose of residual waste to the Canterbury Regional Landfill. There are also a number of sites in the district which are used for the disposal of cleanfill material. Council will work with Environment Canterbury (ECan), to ensure these are managed in line with good practice.



### What we plan to do and our levels of service

**What we're aiming for:** To develop a cost-effective range of waste management services to ensure sustainable management, conservation of resources, and protection of the environment and public health.

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR				
		(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28	
We provide kerbside collection services to the majority of residents in the district	Increase the volume of recyclable material from kerbside collection services	New measure	+1%	+1%	+1%	+1% P/A	
	Kerbside collection service complaints are responded to within 24 hours (response time – contract KPI)	New measure	95%	95%	95%	95%	
We provide waste reduction and recovery facilities throughout the district	Increase the volume of recyclable/recoverable material recovered from the waste stream	New measure	+1%	+1%	+1%	+1% P/A	

## Key Projects

### Capital Works Programme

The following table details the annual budget for new capital works until 2028. New capital work refers to the development of new infrastructure, which increases levels of service and/or the capacity of the asset service to cope with an increase in demand.

	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL NEW CAPITAL WORKS</b>	<b>156</b>	<b>347</b>	<b>281</b>	<b>7,249</b>
<b>District</b>				
Public place recycling and litterbins	97	23	24	188
Litterbin additions	23	23	23	191
Recycling trailer for community events			12	
<b>Ashburton Resource Recovery Park</b>				
Parking improvements / signage replacement	36			
Bunkering for bulk recyclables		301		
Compactor building and fitout				5,529
Covered storage for Ewaste materials				73
<b>Methven Drop-off Facility (Greenwaste &amp; Recyclables)</b>				
Flat floor tipper for open top bins				406
Seal drop off yard				93
<b>Rakaia Resource Recovery Park</b>				
Concrete pad and bunkers for the greenwaste area				157
Tipping face and drop off area upgrade				393
Weighbridge CCTV				13
Flat floor tippers at pit faces			222	206

### Capital Renewals Programme

The following table details the annual budget for capital renewals until 2028. Capital renewals refers to the programmed upgrade or replacement of existing assets. In some cases this may result in an increase in the levels of service and / or in the capacity of the asset to service increased demand.

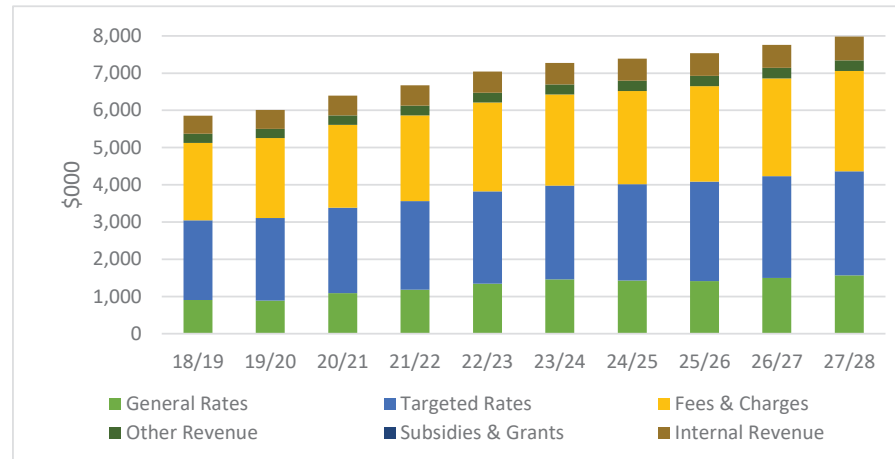
	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL CAPITAL RENEWALS</b>	<b>90</b>	<b>41</b>	<b>58</b>	<b>765</b>
<b>District</b>				
Litter bin renewals	28	28	28	244
<b>Ashburton Resource Recovery Park</b>				
Replace storage crates	6			
Re-seal pavement / re-metal green waste area	30			35
Site signage replacement		2		11
<b>Methven Drop-off Facility (Greenwaste &amp; Recyclables)</b>				
Replace storage crates	10		5	16
<b>Rakaia Resource Recovery Park</b>				
Replace storage crates and FEL bins		1		34
Renew yard soak pit / re-metal green waste pad / re-seal pavement	14		17	260
<b>Rural Recycling Satellite Sites</b>				
Sign replacements	2	1		11
Resurface yardage		9	10	74
Front load bins replacements				81



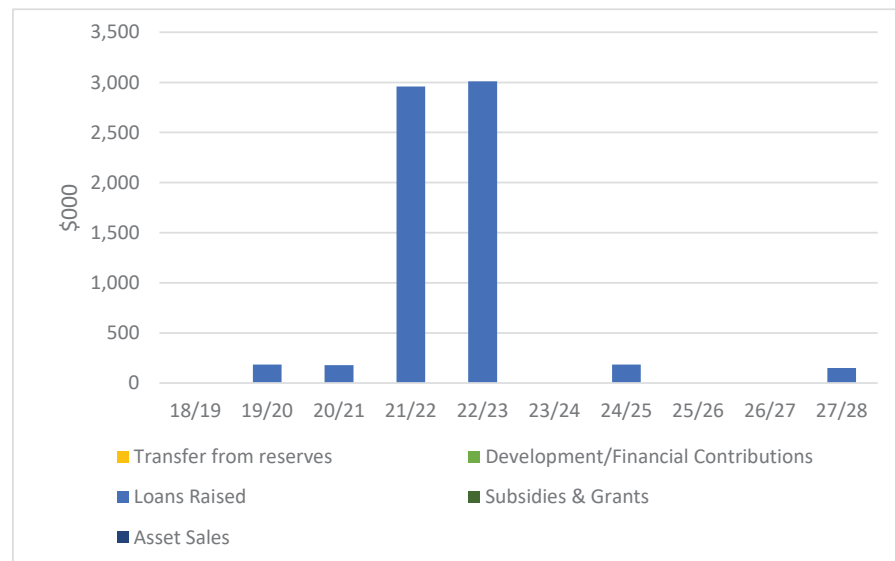


## Financial Overview

### Operating Income Sources



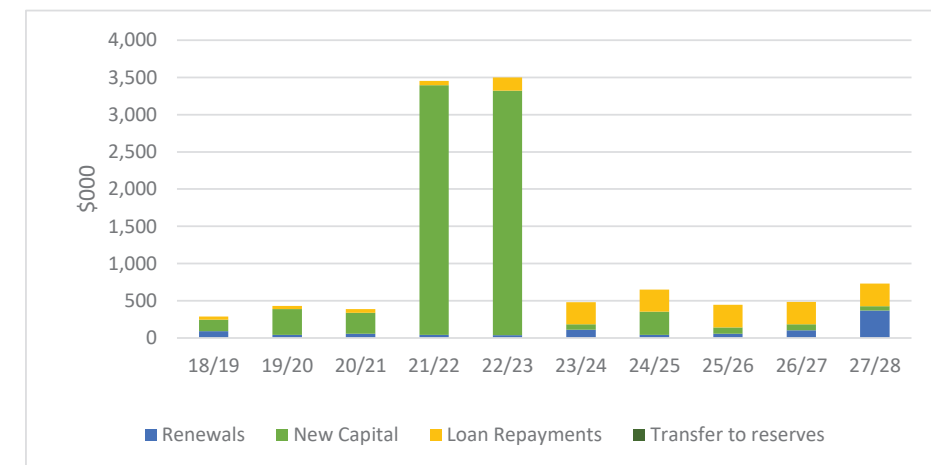
### Capital Income Sources



### Operating Expenses



### Capital Expenses



## Funding Impact Statement

### For Rubbish and Recycling

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
<b>Operating Funding</b>											
<b>Sources of operating funding</b>											
General rate, UAGC*, rates penalties	1,281	908	893	1,090	1,186	1,344	1,457	1,431	1,416	1,496	1,564
Targeted rates	2,022	2,142	2,212	2,295	2,374	2,476	2,521	2,584	2,670	2,733	2,801
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	1,750	2,072	2,149	2,227	2,306	2,390	2,446	2,505	2,566	2,627	2,691
Internal charges and overheads recovered	378	492	510	529	546	565	578	592	606	620	636
Local authorities fuel tax, fines, infringement fees and other receipts	237	247	250	255	261	267	270	274	279	284	290
<b>Total sources of operating funding</b>	<b>5,668</b>	<b>5,860</b>	<b>6,015</b>	<b>6,396</b>	<b>6,672</b>	<b>7,041</b>	<b>7,272</b>	<b>7,386</b>	<b>7,537</b>	<b>7,761</b>	<b>7,982</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	4,508	4,586	4,694	5,068	5,036	5,256	5,351	5,456	5,589	5,745	5,860
Finance costs	39	42	40	46	51	168	281	269	265	253	241
Internal charges and overheads	950	1,030	1,060	1,099	1,122	1,154	1,189	1,213	1,234	1,274	1,297
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding</b>	<b>5,496</b>	<b>5,658</b>	<b>5,794</b>	<b>6,214</b>	<b>6,209</b>	<b>6,578</b>	<b>6,821</b>	<b>6,939</b>	<b>7,087</b>	<b>7,272</b>	<b>7,398</b>
Surplus/(deficit) of operating funding	171	202	221	182	463	464	451	447	449	489	584

\* Uniform Annual General Charges

[illegible]



### Expenditure by Activity

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Refuse collection	2,077	2,184	2,251	2,333	2,412	2,513	2,558	2,621	2,681	2,750	2,817
Refuse management	3,575	3,643	3,724	4,074	4,063	4,398	4,603	4,665	4,759	4,881	4,946
<b>Total operating expenditure</b>	<b>5,652</b>	<b>5,828</b>	<b>5,976</b>	<b>6,408</b>	<b>6,475</b>	<b>6,911</b>	<b>7,160</b>	<b>7,286</b>	<b>7,440</b>	<b>7,632</b>	<b>7,763</b>
less depreciation	155	169	182	194	266	333	339	347	353	359	366
<b>Total applications of operating funding</b>	<b>5,496</b>	<b>5,658</b>	<b>5,794</b>	<b>6,214</b>	<b>6,209</b>	<b>6,578</b>	<b>6,821</b>	<b>6,939</b>	<b>7,087</b>	<b>7,272</b>	<b>7,398</b>

### Capital by Activity

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Refuse collection	55	117	64	65	71	68	74	67	73	71	75
Refuse management	390	129	323	274	3,326	3,256	110	288	70	112	353
Council funded capital expenditure	445	246	387	339	3,397	3,323	184	355	143	183	428

# Public Services

COUNCIL’S PUBLIC SERVICES INCLUDE ALL ACTIVITIES AND FACILITIES THAT HELP MAKE ASHBURTON DISTRICT A GREAT PLACE TO LIVE.

These include non-core infrastructure provision, such as Recreation Facilities, Parks & Open Spaces, and Public Conveniences. We also include the “business” arm of Council in this category. This includes Democracy and Economic Development activities that we engage in to help offset rates like Forestry and Commercial Property ventures. We also look to support the community’s wellbeing through provision of Elderly Persons Housing Community Safety initiatives, and providing Community Grants & Funding to organisations doing front-line community development work.

Public Services	Community Governance and Decision-Making	Community Grants and Funding
		Democracy
	Economic Development	Economic development includes commercial property, tourism and forestry
		Community Services
	Recreation and Community Services	Parks & Open Spaces
		Recreation Facilities











## COMMUNITY GOVERNANCE AND DECISION- MAKING

The Community Governance and Decision-Making activity supports and guides all the activities we carry out. This activity enables us to function and provide stable, transparent, effective, efficient, and accountable local governance to the district. Elected Members set the direction and make decisions around the funding of activities to ensure we meet our Community Outcomes and Strategic Priorities.



## Democracy

### What we do

We undertake a wide range of planning and decision-making processes associated with local democratic functions. It is important these processes are performed in an open and inclusive way. Council meetings, public consultations and community engagement provide opportunities for the community to participate in our decision-making processes.

We seek to provide quality planning, engagement and decision-making that promotes good quality local democracy and enables our community to participate in local government processes.

The key functions of this activity are:

- Council, committee and community board meetings and elected member support
- Representation and election processes
- Elected member capacity development and leadership training
- Provision of advice to elected members and staff on governance matters and understanding the governance and decision-making framework
- Strategic planning including the Long-Term Plan, Annual Plan, Community Outcomes, Infrastructure Strategy, community strategic plans and other strategies as needed such as economic development and open spaces
- Council corporate policy and bylaw development and implementation
- Reporting on business performance through the Annual Report, Tri-annual Reports, and Annual Residents' Satisfaction Survey
- Monitoring and reporting programs on key information relevant for the community
- Engaging with communities on our planning documents and proposals
- Managing and supporting the Ashburton District Youth Council
- Supporting Reserve Boards
- Supporting the Ashburton District Water Zone Committee in partnership with Environment Canterbury and Arowhenua Runanga.

### Why we do it

A core purpose of local government is “to enable democratic local decision-making and action by, and on behalf of, communities”. This purpose implies that we will be actively involved in building communities and fostering public participation in democratic processes. Providing democracy ensures our residents feel included and have a voice.

We have an important role in leadership for the community and representing residents' interests at local, regional, and national levels. In doing so, we look to provide quality planning, engagement, and decision-making to enable our community to participate effectively in local government processes. We support the processes that underpin decision-making to ensure they are effective, open, transparent, and democratically accountable to the community.

As a Council, we recognise the importance and special position of tangata whenua within the region, and the role iwi play within our community engagement processes. Our Significance and Engagement Policy includes tangata whenua in decision-making through the inclusion of a specific criteria for determining the level of significance attached to issues, proposals and decisions.

### How this activity is funded

We have changed the funding for Council to being entirely funded from the Uniform Annual General Charge (UAGC). We are phasing this in as follows:

- Year One - 75% UAGC and 25% General Rates
- Year Two - 100% UAGC

We have also changed the funding for the Methven Community Board to being a targeted Uniform Annual Charge on all properties in the Methven boundary. We are phasing this in as follows:

- Year One - 75% Targeted UAC and 25% General Rates
- Year Two - 100% Targeted UAC

Funding for the Ashburton Youth Council and the Ashburton Zone Committee is unchanged.

	Uniform Annual General Charges	General Rates	Target Rates – Capital Value	Targeted Rates – Uniform Annual Charge	Fees & Charges
DEMOCRACY - COUNCIL	✓	✓			
DEMOCRACY - METHVEN COMMUNITY BOARD			✓	✓	
ASHBURTON YOUTH COUNCIL		✓			
ASHBURTON ZONE COMMITTEE		✓			

### Contributions to Community Outcomes

Democracy contributes to the following Community Outcomes as shown below:

	Residents are included and have a voice	A district of great spaces and places	A prosperous economy based on innovation and opportunity	A balanced and sustainable environment
DEMOCRACY	✓			

We are committed to delivering Democracy services using the following strategic objectives:

	Plan and provide fit for purpose services	Lead the community with clear and rational decision-making	Work with the community and engage in meaningful conversations	Represent the district on regional/ national issues and partner with others as needed
DEMOCRACY	✓	✓	✓	✓

### Potential Negative Effects on the Local Community

There are potentially a range of risks for the community. Potential negative effects identified for Democracy are shown below.

EFFECT	HOW COUNCIL INTENDS TO MITIGATE EFFECT
Decisions made for the whole of the community may adversely impact on some specific groups or individuals in the community.	We will ensure our engagement processes include all affected parties, including individuals, where possible. We will assess the significance of decisions against our Significance & Engagement Policy to determine the best way to engage our community.
The costs associated with paying for Council services is unsatisfactory for some people.	We endeavour to minimise rate and fee increases where possible, while ensuring a fair and equitable share of costs for the users of the services.

### Key issues for the next 10 years

#### Reduced engagement and participation

Community apathy remains problematic and requires councils to look at alternative ways to engage with their communities, which incorporate the trend towards using social media and online polls or petitions to deliver key messages. Disengagement is an international trend and we will continue to stay informed of new techniques and methodology. We aim to continue to provide opportunities for participation in decision-making through improved information sharing, engagement, and increased accessibility to our governance processes.

#### Changing community expectations

With modern technology, public expectations can increase due to increased awareness of what is possible. For rural councils, this can be exacerbated by the community's desire to have the same levels of service as that provided in metropolitan areas with a larger rating base.

#### Timely, relevant and accurate information

This is a constant pressure for all of local government with the increased use of social

media and the issues with misinformation undermining democratic processes. This requires us to adapt to changing technology in a proactive way by looking at new ways to engage with the public. With more than 87% of New Zealand's total population now online, and 70% using the internet daily (and almost all of those aged under 40 online), we need to rely less upon print media and look to further develop our online services.

### Legislative Changes

Central government regularly mandates and drives legislative change regularly that delegates more responsibility to local government, most notably through the Local Government Act 2002 and Resource Management Act 1991. These legislative changes often require an adaptive response from us to either change or increase levels of service and can heavily influence the decision-making of Elected Members.



### What we plan to do and our levels of service

**What we're aiming for:** To engage in meaningful conversations and lead the community with clear and rational decision-making that is based on robust monitoring, research and analysis.

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR			
		(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28
The community to be informed of, and involved in, local decision making	Residents are satisfied that the Council provides opportunities to have their say	New measure	80%	80%	80%	80%
	Residents are satisfied with the quality of information about Council activities and events	New measure	80%	80%	80%	80%
The community's views are taken fully into account for effective governance by elected members	Residents are satisfied with the performance of the Mayor and Councillors	72%	80%	80%	80%	80%

### Key Projects

#### Representation review

The Representation Review is a legislative requirement that occurs every six years and is scheduled to happen in 2018 and 2024.

#### Antenno

We are implementing the Antenno app in a staged approach between 2018-20. This app includes community engagement options that will hopefully appeal to a wider audience and encourage more people to participate in discussion forums about community matters that are important to them.

#### Live-streaming of meetings

The live-streaming of our meetings will be a consideration when the new Civic Administration and Library facility is being built. With advances in technology different options to enable remote participation in meetings and hearings by elected members and citizens.

#### Elections & e-voting

Triennial local body elections will be held in 2019, 2022, 2025 and 2028. If the national rollout of e-voting occurs in the future, we will engage in the planning and implementation of the electronic voting system as appropriate for local body elections.



## Community Grants and Funding

### What we do

Council contributes more than \$1.4million to community groups and organisations, including those who provide services to the community on our behalf. These include Ashburton Art Gallery, Ashburton Trust Events Centre, and Safer Ashburton, as well as other grass-roots organisations and clubs.

Our Community Grants and Funding fall into five main categories from a contestable pool of annual funding. These five categories are: Arts & Culture; Sports & Recreation; Economic Development & Events; Community Development; and Natural & Built Environment.

We have also included new grant funding to help support our community pools (located in Hinds, Maronan, Mayfield, Methven, Mt Somers, Rakaia and Ruapuna) memorial halls and reserve boards throughout the district. This is to help our reserve boards and pool committees comply with the Health and Safety at Work Act 2015 and keep these important community recreation facilities operational.

### Why we do it

We recognise that other organisations and groups do important work to support the community in areas that are far better serviced by these groups than by us. We believe it is better to support the groups already working in the community to deliver these important services than to try and replicate these activities ourselves.

### How this activity is funded

We have moved towards making all Community Grants and Funding rateable through the Uniform Annual General Charge as we believe all members of the community have the potential to receive the benefits from groups and organisations that receive Council funding.

The Memorial Halls and Reserves Boards grant is being funded from the General Rate given the community-wide benefit of looking after these quality facilities both now and into the future.

	Uniform Annual General Charges	General Rates	Target Rates – Capital Value	Targeted Rates – Uniform Annual Charge	Fees & Charges
COMMUNITY GRANTS AND FUNDING	✓				
COMMUNITY POOLS	✓				
MEMORIAL HALLS & RESERVE BOARDS		✓			

### Contributions to Community Outcomes

Community Grants and Funding contributes to the following Community Outcomes as shown below.

	Residents are included and have a voice	A district of great spaces and places	A prosperous economy based on innovation and opportunity	A balanced and sustainable environment
COMMUNITY GRANTS AND FUNDING	✓	✓	✓	✓

We are committed to delivering Community Grants and Funding using the following strategic objectives.

	Plan and provide fit for purpose services	Lead the community with clear and rational decision-making	Work with the community and engage in meaningful conversations	Represent the district on regional/national issues and partner with others as needed
<b>COMMUNITY GRANTS AND FUNDING</b>	✓	✓	✓	✓

### Potential Negative Effects on our Community

This activity could present a range of risks for the community. Potential negative effects identified for Community Grants and Funding and shown below.

EFFECT	HOW COUNCIL INTENDS TO MITIGATE EFFECT
Funding is limited and not all organisations can benefit from it.	We will regularly review the Community Grants and Funding criteria to ensure they meet the community's needs. The criteria are clearly outlined in our Community Grants and Funding Policy and on our webpage. As all funding is contestable, each application will be considered by Council committees for consideration.
Organisations that receive Council funding may become reliant and create a culture of dependency on ratepayer funding.	All applications will be considered individually by Council committees. We do not provide certainty of ongoing funding for applicants.
Council funding is misappropriated by the receiving group or organisation and the services are not delivered as intended.	All applicants must fill in accountability forms for the funding they receive and report to Council on the progress made. We have the option to recover any funding not used appropriately.

### Key issues for the next 10 years

#### Ashburton Trust Events Centre

The Ashburton Trust Event Centre (ATEC), which is not owned by Council but receives a significant grant from us to operate, has not been funding for depreciation or upkeep. Maintenance has not occurred on the facility as a result. This will require a significant investment at some stage for repairs and renewal work needed to keep ATEC operational and in a good condition.

#### Changing community expectations

As the community's expectation for us to address any gaps in local services increases, the more central government reduces its funding or support for these services. This puts added pressure on us to increase rates to help fund central government programmes which in effect means ratepayers are often paying twice for the same service - through taxes and through rates.

#### Changing demographics of our community

Population growth and changes to the make-up of our community will impact on this activity. We are aware that an increased social need throughout the community could necessitate more community groups or organisations to increase their levels of service, resulting in more demand for funding.

What we plan to do and our levels of service

**What we’re aiming for:** To support other organisations in the community in areas that are far better serviced by these groups than what we could do.

WHAT WE’RE WORKING TOWARDS (Levels of service)	HOW WE’LL MEASURE PROGRESS (Performance measures)	HOW WE’RE PERFORMING NOW	WHAT WE’RE AIMING FOR			
		(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28
Community-led projects are well supported to enhance community development and wellbeing	Residents are satisfied that the Council provides opportunities for grants and funding to support community-led projects	New measure	80%	80%	80%	80%

Key Projects

Ashburton Art Gallery

The LTP includes an additional \$72,000 of Arts and Culture funding per year from Year One (2018/19) for the Art Gallery to ensure adequate staffing levels. Total funding in Year One will be \$378,000.

Ashburton Trust Event Centre

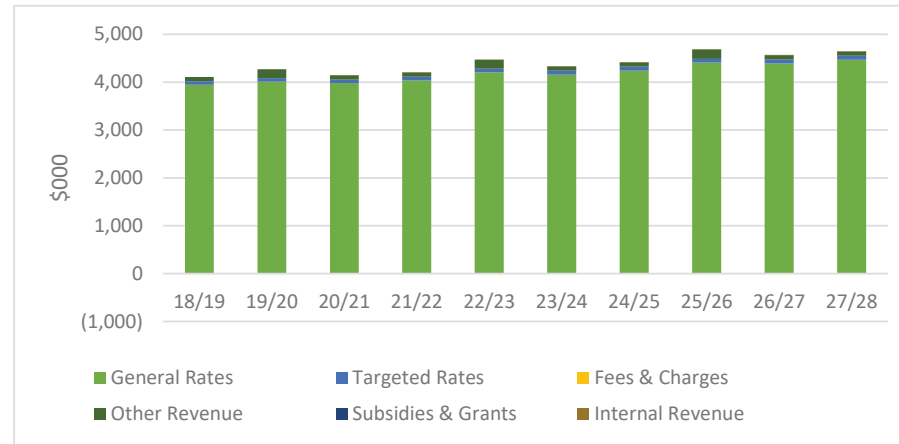
Council has committed to maintaining the existing level of funding (with inflation) for ATEC over the duration of the Long-Term Plan. Total funding in Year One will be \$293,000.

Safer Ashburton & Safer Communities Accreditation

Council has delegated Safer Ashburton with using the existing level of Council funding (\$173,000 in 2018/19) towards leading the program to achieve Safer Communities accreditation, as a result of the recommendations from the McGredy Winder Section 17A report completed in 2017. In response to a business case for additional support to administer the Safer Communities programme, Council has agreed to fund an additional \$34,075 for Year One only to enable the Safer Communities Accreditation. Total funding in Year One will be \$207,075.

## Financial Overview

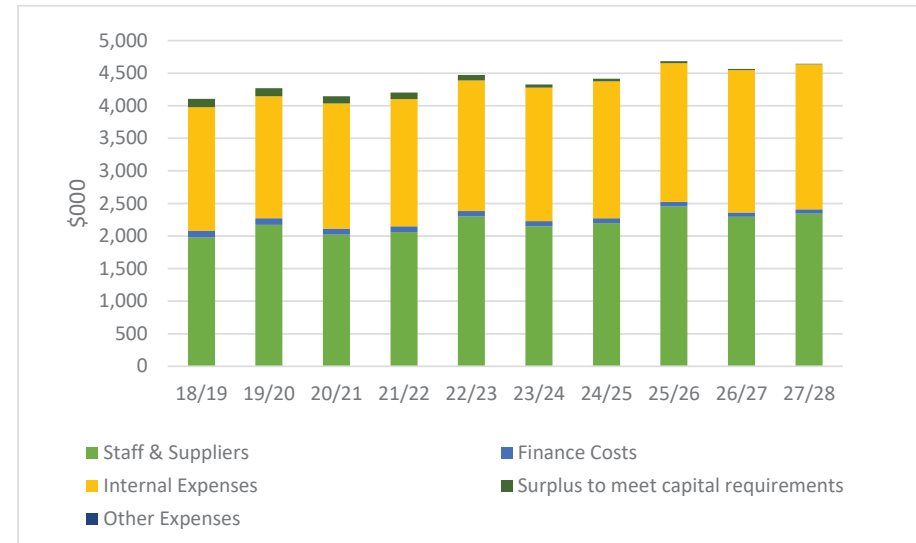
### Operating Income Sources



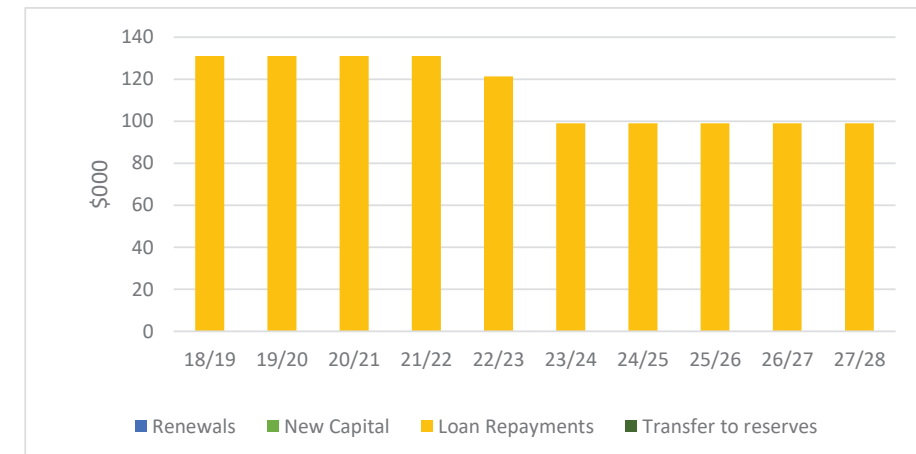
### Capital Income Sources



### Operating Expenses



### Capital Expenses





## Funding Impact Statement

### For Community Governance and Decision Making

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
<b>Operating Funding</b>											
<b>Sources of operating funding</b>											
General rate, UAGC*, rates penalties	3,301	3,947	4,014	3,982	4,038	4,205	4,159	4,241	4,407	4,390	4,467
Targeted rates	63	72	73	74	75	78	79	82	83	85	87
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	5	(2)	(0)	0	1	0	1	1	0	1	1
Local authorities fuel tax, fines, infringement fees and other receipts	82	90	182	90	90	188	90	90	195	90	90
<b>Total sources of operating funding</b>	<b>3,450</b>	<b>4,108</b>	<b>4,269</b>	<b>4,147</b>	<b>4,203</b>	<b>4,471</b>	<b>4,329</b>	<b>4,414</b>	<b>4,685</b>	<b>4,567</b>	<b>4,645</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	1,707	1,977	2,172	2,019	2,061	2,301	2,150	2,196	2,454	2,294	2,345
Finance costs	138	105	100	95	89	84	79	75	71	67	63
Internal charges and overheads	1,550	1,894	1,875	1,921	1,950	2,003	2,049	2,102	2,131	2,187	2,230
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding</b>	<b>3,396</b>	<b>3,977</b>	<b>4,147</b>	<b>4,035</b>	<b>4,100</b>	<b>4,388</b>	<b>4,278</b>	<b>4,373</b>	<b>4,655</b>	<b>4,548</b>	<b>4,638</b>
Surplus/(deficit) of operating funding	55	131	122	112	103	83	51	40	29	19	7

\* Uniform Annual General Charges





### Expenditure by Activity

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Democracy	1,974	2,395	2,536	2,407	2,446	2,705	2,565	2,629	2,879	2,738	2,793
Community Grants and Funding	1,228	1,480	1,508	1,522	1,547	1,573	1,601	1,629	1,659	1,689	1,721
Water Zone Committee	194	101	104	106	108	110	113	116	117	121	123
<b>Total operating expenditure</b>	<b>3,396</b>	<b>3,977</b>	<b>4,147</b>	<b>4,035</b>	<b>4,101</b>	<b>4,388</b>	<b>4,278</b>	<b>4,374</b>	<b>4,656</b>	<b>4,548</b>	<b>4,638</b>
less depreciation	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding</b>	<b>3,396</b>	<b>3,977</b>	<b>4,147</b>	<b>4,035</b>	<b>4,100</b>	<b>4,388</b>	<b>4,278</b>	<b>4,373</b>	<b>4,655</b>	<b>4,548</b>	<b>4,638</b>

### Capital by Activity

[illegible]









## ECONOMIC DEVELOPMENT



## Economic Development

In December 2017, Council adopted an Economic Development Strategy and Action Plan which identify actions that will be undertaken in collaboration with key partners such as central government, the community and industry. This part of our work focuses on encouraging people to work, live, play and invest in the Ashburton District to improve our district's income (Gross Domestic Product, or GDP). We invest in Economic Development initiatives to provide local economic leadership and to help offset rates.

As one of the ten Canterbury councils that have formally agreed to be part of the Canterbury Regional Economic Development Strategy (CREDS), we have undertaken to lead the Newcomer and Migrants Settlement Support work stream, with support from Selwyn District Council. As part of this, we (with support from Selwyn District) are one of five regions piloting the Welcoming Communities project on behalf of Immigration New Zealand. We are working towards achieving accreditation as a Gold Welcoming Community (we currently have Bronze accreditation).

### What we do

There are three main components of our Economic Development portfolio, including the Council-managed activities of Commercial Property and Forestry, and support for external activities such as Economic & Business Development and Tourism.



## Commercial Property

Our Commercial Property portfolio includes investment properties that can be rented or sold for a return on investment, or subdivided property that has development land holdings such as the Ashburton Business Estate. Council's community facilities (land and buildings) are also part of the properties we manage. These include the Civic Administration Building, Library, Ashburton Art Gallery and Heritage Centre, the Clocktower and Cenotaph in Baring Square East and West, Balmoral Hall, Mt Hutt Memorial Hall Methven, medical centres in Rakaia and Methven, Ashburton Airport, and industrial buildings throughout the district. In addition, there are a significant number of land parcels that are leased for residential, commercial, and industrial purposes.

We own and manage 1,412 properties as part of our portfolio, including industrial, commercial, residential and rural properties. Some of these are strategic investments held for our current or future activities, while non-strategic properties are continually reviewed for sale. New opportunities for purchasing high-yield commercial and industrial properties also occur from time to time.

## Forestry

Council has a large number of different plantation-sized parcels of land throughout the district. This was originally seen as a potential investment that would provide high returns. The size of the activity is not sufficient to be economically sustainable and blocks have been reviewed and put up for sale. Currently our Forestry activity is used to sell New Zealand Units (NZUs) for the Emissions Trading Scheme (ETS) and we are selling NZUs when market prices are favourable on a continual basis.

## Economic & Business Development/Tourism

Economic & Business Development is currently rate-funded to support initiatives that encourage economic growth. As there is no longer an agency that provides this service for Ashburton District, we use the funding available for the following:

- providing key economic analysis and information via reports from Infometrics reports to the district,
- leading the CREDS Newcomer & Migrant Settlement Support work stream and piloting Immigration New Zealand's Welcoming Communities project,

- coordinating the Town Centre Working Group to address CBD retailers' concerns,
- adopting an Economic Development Strategy and Action Plan to outline key actions for implementation over the next ten years. These are focused around seven 'pillars' and include Council-led and industry-led actions. We are now starting to deliver what we can in the short term and will develop partnerships required over the medium-long term. The seven pillars are:
  - signalling we are 'open for business'
  - placemaking and branding
  - unlocking latent potential
  - agriculture and technology
  - natural resource management (water, tourism & events)
  - start-ups, SME's and business support
  - connecting and supporting infrastructure

We plan to implement the Economic Development Strategy through a variety of mechanisms. In February 2018, we reallocated funding of \$250,000 to develop a new Parking Strategy in parallel with a Streetscape Renewal project, including landscape and urban design concepts. We expect the strategy to be completed in year one, with work commencing from year two of the LTP. This will directly benefit the place-making and branding pillar.

Tourism for Ashburton District is delivered by our Council-Controlled Organisation (CCO) Experience Mid Canterbury (EMC). Currently, EMC is responsible for the development of a Tourism/Visitor Strategy and the delivery of tourism promotion services including the i-SITE located in Methven. The Ashburton i-Site was closed in 2017 following a review.

### Why we do it

We invest in our Commercial Property portfolio to ensure our facilities are managed and maintained in a financially prudent manner and to ensure we get the best return on investment to help offset rates. There is value to the wider community in having public buildings and facilities that provide high quality amenities and recreation opportunities that enhance our lifestyle.

We aim to help business and industry throughout the district by providing high quality information and analysis on economic market trends. As we develop the implementation plan for the Economic Development Strategy and Action Plan, we will look at encouraging more collaboration and partnerships to help boost economic growth. This will include more activity in district promotion.

EMC is funded to help promote our tourism opportunities on the national and international stages, much of which is based around Mt Hutt Ski Field. The McGredy Winder Section 17A review recommended reviewing EMC's internal operations around providing two i-SITES and look to reallocating the operational funding of these towards more marketing and tourist events. With EMC now only operating the i-SITE in Methven, their focus for years one and two will be on developing the Tourism/Visitor Strategy, boosting revenue streams from the tourism operators who benefit directly from the service, and reducing the rating requirement for its operations. We have included an annual reduction of \$10,000 for EMC funding in each year of this LTP to reflect this.



Photo Credit - The Agency



### How this activity is funded

	Uniform Annual General Charges	General Rates	Target Rates – Capital Value	Targeted Rates – Uniform Annual Charge	Fees & Charges
<b>COMMERCIAL PROPERTY</b>	Contribution to general rate				✓
<b>ECONOMIC &amp; BUSINESS DEVELOPMENT</b>		✓			
<b>FORESTRY</b>	Net operating revenue is used to offset rates.				
<b>TOURISM</b>		✓	✓		

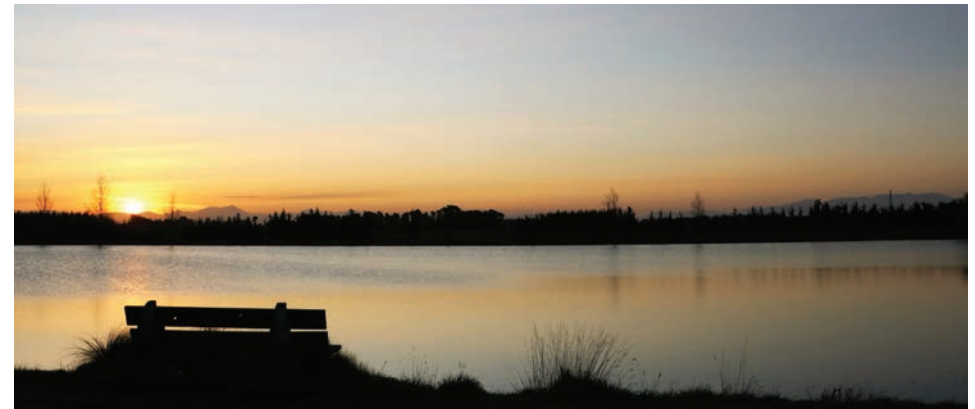
### Contributions to Community Outcomes

Economic Development activities contribute to the following Community Outcomes as shown below.

	Residents are included and have a voice	A district of great spaces and places	A prosperous economy based on innovation and opportunity	A balanced and sustainable environment
<b>COMMERCIAL PROPERTY</b>	✓	✓	✓	✓
<b>FORESTRY</b>			✓	✓
<b>ECONOMIC &amp; BUSINESS DEVELOPMENT</b>	✓	✓	✓	✓
<b>TOURISM</b>		✓	✓	

We are committed to delivering Economic Development using the following strategic objectives.

	Plan and provide fit for purpose services	Lead the community with clear and rational decision-making	Work with the community and engage in meaningful conversations	Represent the district on regional/ national issues and partner with others as needed
<b>COMMERCIAL PROPERTY</b>	✓	✓	✓	✓
<b>FORESTRY</b>	✓	✓		✓
<b>ECONOMIC &amp; BUSINESS DEVELOPMENT</b>	✓	✓	✓	✓
<b>TOURISM</b>	✓		✓	✓



### Potential Negative Effects on our Community

This activity could present a range of risks for the community. Potential negative effects identified for Economic Development are shown below.

EFFECT	HOW COUNCIL INTENDS TO MITIGATE EFFECT
Commercial property market declines in value and Council loses money on its return on investment, causing rates to increase	We will review our property values and ensure our property portfolio is assessed for market rates, leased and/or sold accordingly to protect our investments and mitigate against potential loss.
Forestry portfolio or ETS NZU values decline or the market fluctuates and Council is unable to sell for a profit, causing rates to increase	We will hold our carbon credits (NZUs) until the market value is adequate. Eventually we intend to reduce our forestry assets as the amount of forestry owned is not economically sustainable.
Increased growth in the industrial areas could have negative impacts on the environment	We will assess and monitor all new consents for compliance against the Resource Management Act and District Plan to mitigate environmental impacts.
Town centre experiences further decline and retail businesses fail or close	Our Town Centre Working Group is a collaboration of different arms of Council and key business leaders in the CBD. We will work collaboratively to implement viable solutions for town centre revitalisation.
Labour force is inadequate to keep up with industrial demand, causing businesses to close or move out of the district	We are actively involved in addressing labour market shortages through leading the Newcomer & Migrant Settlement Support work stream for CREDS, and piloting Immigration NZ's Welcoming Communities project to help attract and retain skilled migrants to the district. A labour force market analysis and plan is being funded through Economic Development to help local business leaders determine the future employment needs of the district.

### Key issues for the next 10 years

#### Fluctuating market prices

Market prices for land or commercial property, including carbon credits, is subject to geo-political and world economic forces which sit outside of our control. These could work for or against Council depending on the direction of the price adjustments. We could potentially increase our revenue through higher returns, or conversely lose money on our investments if prices drop dramatically and we are forced to sell our assets. We will continue to monitor and plan work programmes and budgets to ensure the best outcome for our residents.

#### Legislative changes

Increased compliance with regulations around our Commercial Property assets will increase the costs of managing these facilities. Additionally, changes in legislation around employment conditions may have an impact on EMC, potentially increasing operational costs. We will continue to monitor these changes and plan work programmes and budgets to ensure the best outcome for our residents.

#### Tourism numbers fluctuate

In a similar vein to the fluctuating market prices, tourism numbers can be impacted by global political or economic trends, resulting in either an increase in demand that the district could not accommodate, or a rapid decline which could impact on local businesses sustainability. We are unable to control these types of fluctuations, therefore we will continue to monitor trends alongside EMC.

### What we plan to do and our levels of service

**What we're aiming for:** To support the local economy by assisting tourism, employment and business development initiatives.

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR			
		(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28
Commercial property assets that are financially sustainable	Occupancy of all commercial tenancies at or above 95% at all times.	100%	≥95%	≥95%	≥95%	≥95%
Council will provide, through EMC and Methven i-SITE, a tourism promotion service that meets the needs of the tourism industry and visitors.	The EMC business membership will show an increase each year	New measure	≥1.5%	≥2%	≥2%	≥2%
	Total visitor guest nights in the Ashburton District will show an increase each year.	New measure	≥1.5%	≥2%	≥2%	≥2%

## Key Projects

### Commercial Property

#### ***Community Halls assessments and refurbishments***

Subsequent to legislative changes, all community halls on Council-owned land (including reserves) need assessment for their condition and compliance with new regulations. There will need to be the plan development of the work required for each hall. The assessments and plan development are scheduled to happen in Years One and Two.

#### ***Property Acquisition Plan***

We need to develop a clear rationale and purpose behind our commercial property investments, which is identified in the Economic Development Strategy and Action Plan, and is scheduled to happen in years one and two. Subsequent to this, there will be a plan for what land and/or buildings need to be purchased or sold for the strategic use of Council for years three to ten.

#### ***Legislative compliance for Council-owned properties***

This will involve an assessment of all Council-owned properties against new regulations including (but not limited to) the Building Act 2004, Earthquake-Prone Building Act 2017, and Resource Management Act 1991. This assessment is scheduled to happen in years one and two, with an implementation plan then prepared for what is needed for compliance (via upgrades or renewals) for Council-owned properties in years three to ten.

#### ***New Civic Administration and Library Facility***

The plans for the design, development, and building of the new facility will take place from years one to three. Total project costings are estimated to be around \$20 million, which will be funded from property reserves to have the least impact on rates.

#### ***Open Spaces depot redevelopment***

The Parks & Open Spaces area at the Ashburton Domain needs to be redeveloped and upgraded to accommodate the increased demands of the Open Spaces Team, who are managing more projects throughout the district.

## Forestry

### Forestry Activity Review

In year one, we will conclude a review of our continued involvement in Forestry. This review will assess its value for money, so that we can advise on the future direction we should take in our Forestry activity.

## Economic & Business Development and Tourism

### Tourism/Visitor Strategy

EMC is expected to produce a Tourism and Visitor Strategy in year one of the LTP, with an implementation plan of how the reallocation of our funding will be used towards marketing and tourist events for years two to ten.

### Welcoming Communities Pilot

Year one is the second year of the Immigration NZ funded pilot and will involve the Welcoming Plan being implemented in the Ashburton and Selwyn Districts. Immigration NZ is assessing the need for the extension of this pilot to a further year, which will be year two of the LTP.





### Capital Works Programme

The following table details the annual budget for new capital works until 2028. New capital work refers to the development of new infrastructure, which increase the levels of service and/or the capacity of the asset service an increase in demand.

	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL NEW CAPITAL WORKS</b>	<b>1,152</b>	<b>5,132</b>	<b>10,456</b>	<b>12,605</b>
Ashburton Business Estate Stage 3 and 4 development				7,155
Ashburton Domain depot alterations	125			
EA Networks Centre alterations	27	22	16	120
New Administration / Library building	1,000	5,110	10,440	5,330

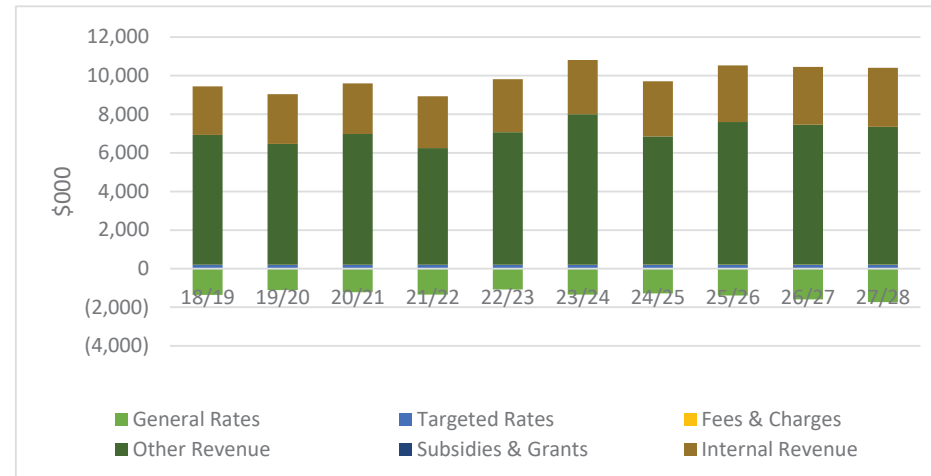
### Capital Renewals Programme

The following table details the annual budget for capital renewals until 2028. Capital renewals refers to the programmed upgrade or replacement of existing assets. In some cases this may result in an increase in the levels of service and / or in the capacity of the asset to service increased demand.

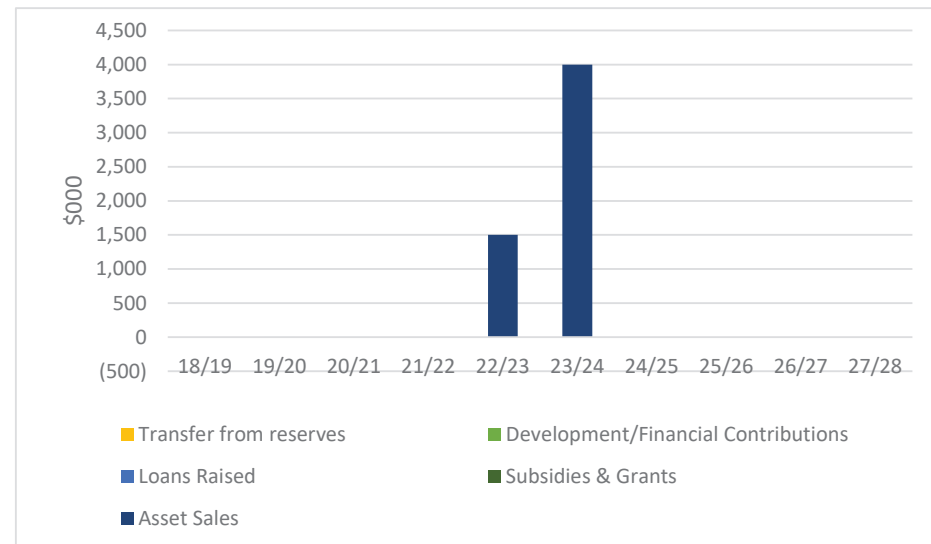
	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL CAPITAL RENEWALS</b>	<b>104</b>	<b>20</b>	<b>21</b>	<b>159</b>
EA Networks Centre renewals	84	0	0	0
ACL depot renewals	20	20	21	159

## Financial Overview

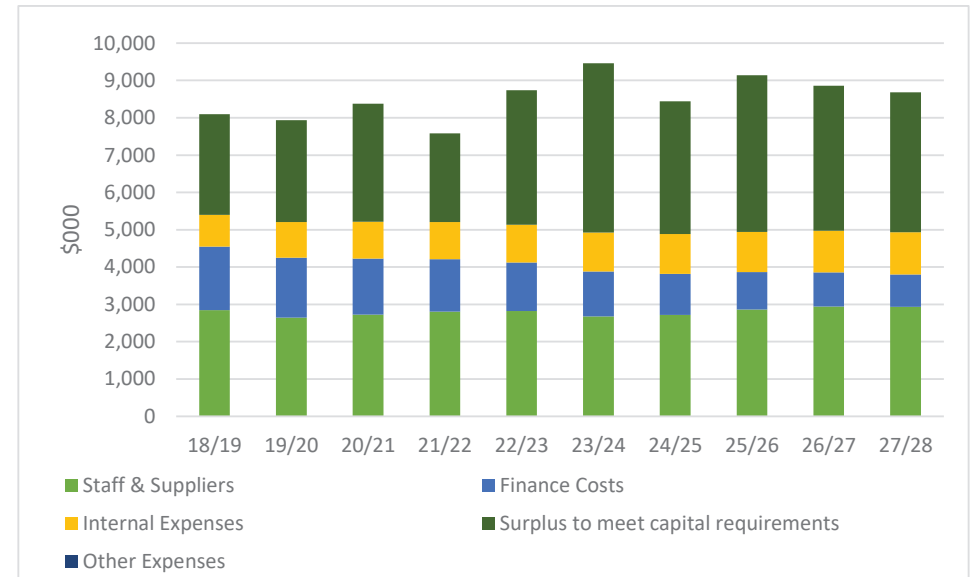
### Operating Income Sources



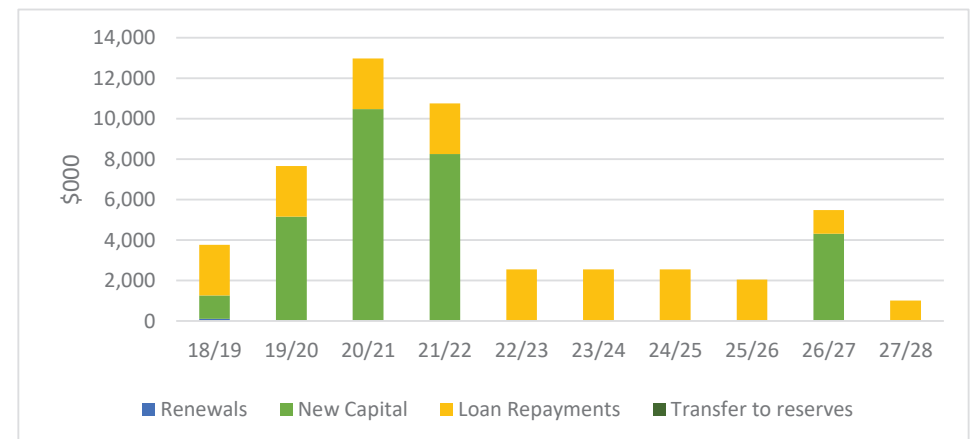
### Capital Income Sources



### Operating Expenses



### Capital Expenses



## Funding Impact Statement

## For Economic Development

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
<b>Operating Funding</b>											
<b>Sources of operating funding</b>											
General rate, UAGC*, rates penalties	(1,043)	(1,353)	(1,103)	(1,227)	(1,347)	(1,077)	(1,345)	(1,276)	(1,388)	(1,590)	(1,728)
Targeted rates	225	206	205	205	204	203	202	201	199	198	196
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	8	6	6	6	6	7	7	7	7	7	7
Internal charges and overheads recovered	2,522	2,521	2,577	2,632	2,688	2,746	2,804	2,864	2,927	2,990	3,056
Local authorities fuel tax, fines, infringement fees and other receipts	11,779	6,719	6,249	6,760	6,035	6,857	7,796	6,642	7,394	7,256	7,150
<b>Total sources of operating funding</b>	<b>13,491</b>	<b>8,099</b>	<b>7,933</b>	<b>8,377</b>	<b>7,586</b>	<b>8,734</b>	<b>9,465</b>	<b>8,438</b>	<b>9,139</b>	<b>8,861</b>	<b>8,682</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	2,591	2,846	2,646	2,725	2,807	2,820	2,682	2,714	2,861	2,942	2,936
Finance costs	2,056	1,703	1,603	1,503	1,403	1,303	1,203	1,102	1,002	917	865
Internal charges and overheads	705	851	957	983	998	1,015	1,041	1,065	1,081	1,112	1,133
Other operating funding applications	889	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding</b>	<b>6,243</b>	<b>5,400</b>	<b>5,207</b>	<b>5,211</b>	<b>5,208</b>	<b>5,138</b>	<b>4,925</b>	<b>4,882</b>	<b>4,945</b>	<b>4,972</b>	<b>4,934</b>
Surplus/(deficit) of operating funding	7,249	2,699	2,727	3,167	2,377	3,596	4,539	3,556	4,195	3,890	3,748

\* Uniform Annual General Charges

[illegible]





**Expenditure by Activity**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Business and economic development	313	256	306	304	301	308	314	321	328	336	343
District promotion	463	425	424	424	421	419	418	415	412	410	407
Commercial property	5,992	5,516	5,404	5,439	5,441	5,856	5,681	5,670	5,724	5,768	5,789
Forestry	678	407	304	301	329	302	296	298	343	360	340
<b>Total operating expenditure</b>	<b>7,446</b>	<b>6,604</b>	<b>6,438</b>	<b>6,468</b>	<b>6,492</b>	<b>6,885</b>	<b>6,709</b>	<b>6,704</b>	<b>6,807</b>	<b>6,874</b>	<b>6,879</b>
less depreciation	1,204	1,204	1,231	1,257	1,284	1,747	1,784	1,822	1,863	1,903	1,944
<b>Total applications of operating funding</b>	<b>6,243</b>	<b>5,400</b>	<b>5,207</b>	<b>5,211</b>	<b>5,208</b>	<b>5,138</b>	<b>4,925</b>	<b>4,882</b>	<b>4,945</b>	<b>4,972</b>	<b>4,934</b>

**Capital by Activity**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Commercial property	3,053	1,256	5,153	10,477	8,246	46	39	40	41	4,311	42
Council funded capital expenditure	3,053	1,256	5,153	10,477	8,246	46	39	40	41	4,311	42









## RECREATION AND COMMUNITY SERVICES

Recreation and Community Services help make Ashburton District a great place to live. These are the services that help improve amenity values for the district and contribute to the higher quality of life our residents experience.



## Community Services

### What we do

Community Services include the provision of infrastructure such as Public Conveniences, Memorial Halls, Reserves, Camp Grounds, Elderly Persons Housing, and Community Safety measures (CCTV surveillance and security patrols) in the Ashburton CBD. We provide these services to ensure Ashburton is a district of great spaces and places.

### Why we do it

Council provides these Community Services to look after the wider community's wellbeing in a number of ways and to help enhance social cohesion and community connectedness. The provision of Elderly Persons Housing (EPH) is to ensure the most vulnerable members of our community (low-income elderly residents with no secure accommodation) have a safe and affordable place to call home. Public Conveniences provide toilet facilities for the public, including visitors and tourists, to help protect our environment and to fulfil a basic health need for the community.

Reserves and Camp Grounds provide recreational opportunities throughout the district for the general public and have legislative regulations regarding their purpose and operation. Memorial Halls are community facilities that can be hired for community activities and events.

We provide services that contribute to Community Safety in the form of CCTV surveillance and security patrols for the CBD and public areas. These measures are our contribution towards enhancing the safety of residents and visitors to the district, in addition to the funding we provide to Safer Ashburton to obtain Safer Communities Accreditation through the Community Grants and Funding activity.

### How this activity is funded

	Uniform Annual General Charges	General Rates	Target Rates – Capital Value	Targeted Rates – Uniform Annual Charge	Fees & Charges
COMMUNITY SAFETY (CCTV & SECURITY PATROLS)	✓			✓	
ELDERLY PERSONS HOUSING					✓
MEMORIAL HALLS	✓				
PUBLIC CONVENIENCES		✓			
RESERVES AND CAMP GROUNDS	✓				✓

### Contributions to Community Outcomes

Community Services contribute to the following Community Outcomes as shown below.

	Residents are included and have a voice	A district of great spaces and places	A prosperous economy based on innovation and opportunity	A balanced and sustainable environment
COMMUNITY SAFETY (CCTV & SECURITY PATROLS)		✓	✓	
ELDERLY PERSONS HOUSING	✓	✓		
MEMORIAL HALLS	✓	✓		✓

PUBLIC CONVENIENCES		✓		✓
RESERVES AND CAMP GROUNDS	✓	✓	✓	✓

We are committed to delivering Community Services using the following strategic objectives.

	Plan and provide fit for purpose services	Lead the community with clear and rational decision-making	Work with the community and engage in meaningful conversations	Represent the district on regional/national issues and partner with others as needed
COMMUNITY SAFETY (CCTV & SECURITY PATROLS)	✓		✓	✓
ELDERLY PERSONS HOUSING	✓		✓	
MEMORIAL HALLS	✓	✓	✓	
PUBLIC CONVENIENCES	✓	✓		✓
RESERVES AND CAMP GROUNDS	✓		✓	✓

### Potential Negative Effects for our Community

This activity could present a range of risks for the community. Potential negative effects are identified for Community Services below.

EFFECT	HOW COUNCIL INTENDS TO MITIGATE EFFECT
Elderly people who could qualify for EPH may miss out due to unavailability of units	We regularly review demand for housing and have recently reviewed the criteria for eligibility to ensure low-income elderly qualify for Council-provided housing.
Public conveniences are insufficient to meet demand, with visitors and tourists using roadsides, public spaces, and park areas as toileting stops	Our public toilets are strategically placed in areas of high tourist activity and are regularly serviced to provide adequate facilities for toilets. Monitoring of daily use to track demand helps to plan for future provision.
Camp Grounds, Memorial Halls and Reserves, are not adequately maintained and become unsafe for occupancy or unkempt and no longer feasible for recreation	Camp Grounds are actively managed by Council Officers. Reserve Boards are delegated to manage reserves and report to us any infrastructure repair needs for Memorial Halls. Reserves are maintained by the Parks & Open Spaces team to ensure they are tidy and amenable for public use.
Community agencies and businesses come to rely solely upon Council to provide security patrols and CCTV surveillance, resulting in greater costs to the ratepayer to subsidise private security needs.	We liaise with Police, CBD business owners, and community agencies to determine the need for CCTV surveillance and security patrols. We have contracts to provide these services. This is in addition to measures other agencies involved in Community Safety provide. These contracts are reviewed according to need and presented to Council if any change in the level of service is required.

### Key issues for the next 10 years

#### Changing demographics of our community

Population growth and changes to the make-up of our community may result in more incidences of graffiti, vandalism and violence in public spaces, including the CBD, necessitating more CCTV cameras for surveillance and more security patrols for the town centre. We will continue to monitor these changes and plan work programmes and budgets to ensure the best outcomes for our residents.

#### Increase demand for Elderly Persons Housing

With an ageing population, we need to assess the requirement for EPH accommodation both now and into the future. While we are currently able to meet demand, a projected ageing population is likely to increase the need for more EPH units. We will continue to monitor population data alongside demand.

#### Increased demand on public conveniences

Through increased tourism numbers and visitors to the district, and a growing population, it is likely there will be a need for more public conveniences on key tourist routes. Where possible, we will continue to apply to the Tourism Infrastructure Fund to help support infrastructure costs for building public conveniences.

#### Legislative changes

Increased compliance with regulations around our camping grounds will raise the costs of managing these facilities. They are likely to require a higher level of service and more resource to meet these new standards. We will continue to monitor these changes and plan work programmes and budgets to ensure the best outcome for residents.



### What we plan to do and our levels of service

**What we're aiming for:** To provide community services that meet resident's needs.

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR				
		(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28	
Council will provide rental accommodation that meets the specific needs of eligible elderly members of the community	Occupancy rates of Elderly Persons Housing	95%	95%	95%	95%	95%	
The majority of residents are satisfied with Council-provided public conveniences	Residents are satisfied with Council-provided public conveniences	93%	80%	80%	80%	80%	
Ashburton District is a safe community	Residents are satisfied with Council's provision of CCTV and security patrols within the district	New measure	80%	80%	80%	80%	

### Key Projects

#### Elderly Persons Housing

We will develop a plan in year one to renew old housing stock in the EPH portfolio on a cyclic basis over the next 10 years.

#### Public conveniences

Public conveniences throughout the district are on a cyclic renewal programme with upgrades and replacements scheduled for the next 10 years. There are scheduled assessments to determine if there is a need for additional toilets at key times within this LTP.

### Review of reserves

We will undertake a review in year two to determine the reserves in use and if they should still be classified as reserves. This includes looking at the Reserve Boards for possible amalgamations or decommissioning if membership is an issue or reserves status is no longer appropriate for the particular reserve.



### Capital Works Programme

The following table details the annual budget for new capital works until 2028. New capital work refers to the development of new infrastructure, which increase the levels of service and/or the capacity of the asset service an increase in demand.

	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL NEW CAPITAL WORKS</b>	<b>378</b>	<b>102</b>	<b>46</b>	<b>325</b>
<b>Reserve Boards</b>				
Plant purchases	12	4		6
Building additions	204	10	10	5
Other assets		5		
Grounds upgrades	108	73	10	169
<b>Memorial Halls</b>				
Plant purchases		4		
Building additions		4	26	99
Other assets	54	2		45

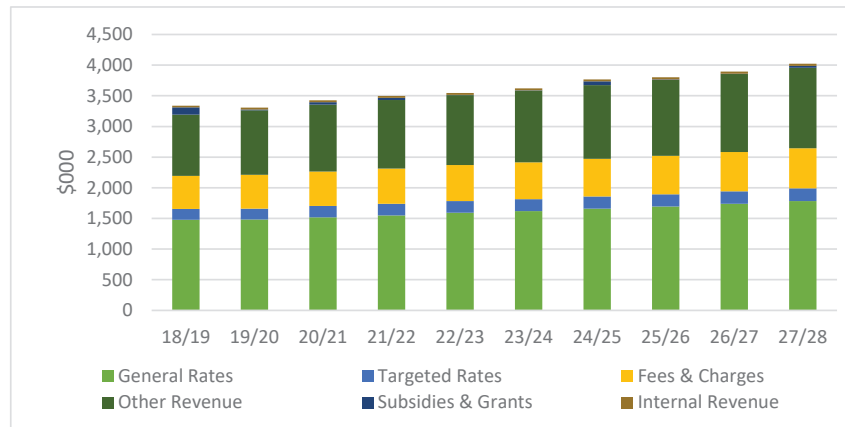
### Capital Renewals Programme

The following table details the annual budget for capital renewals until 2028. Capital renewals refers to the programmed upgrade or replacement of existing assets. In some cases this may result in an increase in the levels of service and / or in the capacity of the asset to service increased demand.

	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL CAPITAL RENEWALS</b>	<b>279</b>	<b>286</b>	<b>292</b>	<b>2,229</b>
Elderly persons' housing	95	97	99	757
Public conveniences upgrade	184	189	193	1,472

## Financial Overview

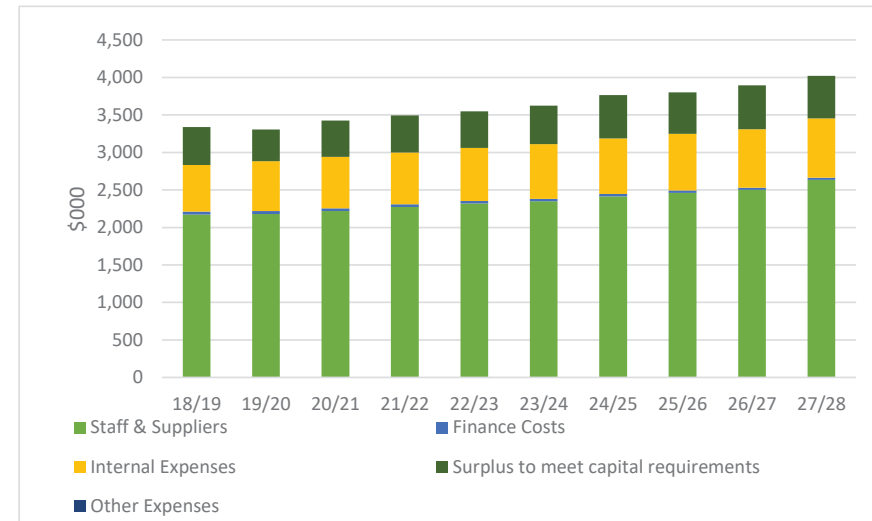
### Operating Income Sources



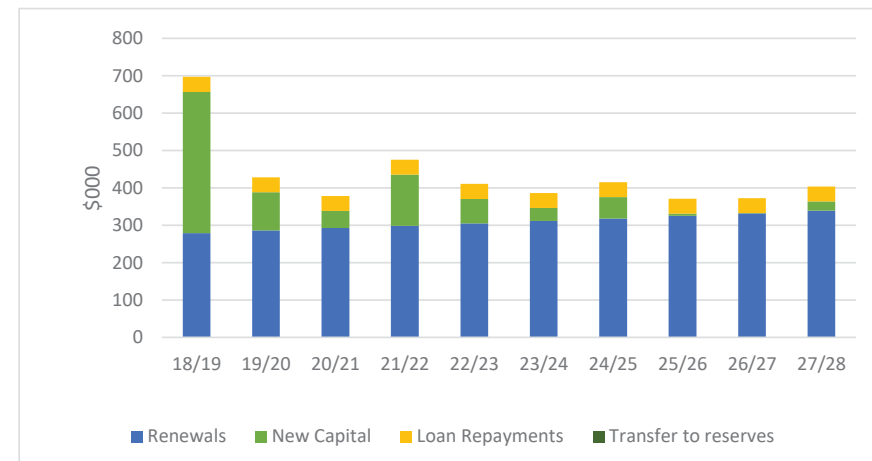
### Capital Income Sources

N/A

### Operating Expenses



### Capital Expenses



## Funding Impact Statement

### For Recreation and Community Services

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
<b>Operating Funding</b>											
<b>Sources of operating funding</b>											
General rate, UAGC*, rates penalties	1,630	1,476	1,481	1,518	1,549	1,594	1,621	1,661	1,693	1,737	1,783
Targeted rates	166	178	180	183	188	190	194	199	201	205	209
Subsidies and grants for operating purposes	8	120	17	39	34	4	4	61	10	4	29
Fees and charges	495	541	553	564	576	589	601	614	628	641	655
Internal charges and overheads recovered	51	28	29	30	31	32	32	32	33	34	35
Local authorities fuel tax, fines, infringement fees and other receipts	917	996	1,048	1,091	1,117	1,139	1,170	1,199	1,235	1,274	1,312
<b>Total sources of operating funding</b>	<b>3,268</b>	<b>3,339</b>	<b>3,307</b>	<b>3,426</b>	<b>3,495</b>	<b>3,548</b>	<b>3,622</b>	<b>3,766</b>	<b>3,801</b>	<b>3,895</b>	<b>4,022</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	2,079	2,171	2,180	2,218	2,273	2,319	2,349	2,412	2,461	2,500	2,635
Finance costs	46	41	39	38	36	35	33	32	31	29	28
Internal charges and overheads	546	621	663	684	691	708	729	742	755	779	790
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding</b>	<b>2,671</b>	<b>2,833</b>	<b>2,883</b>	<b>2,940</b>	<b>3,000</b>	<b>3,062</b>	<b>3,111</b>	<b>3,187</b>	<b>3,246</b>	<b>3,308</b>	<b>3,453</b>
Surplus/(deficit) of operating funding	597	507	424	486	495	486	511	579	554	588	569

\* Uniform Annual General Charges

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**Expenditure by Activity**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Elderly persons housing	560	648	669	691	697	719	730	752	760	786	794
Public conveniences	463	551	555	568	582	591	604	621	630	645	657
Memorial halls	555	549	564	578	592	606	622	637	650	656	737
Reserves and camp grounds	869	791	810	828	845	874	882	902	920	941	974
Reserve boards	507	617	655	652	673	667	678	692	710	709	730
Community safety	306	280	260	267	270	278	284	291	297	304	309
<b>Total operating expenditure</b>	<b>3,260</b>	<b>3,436</b>	<b>3,513</b>	<b>3,584</b>	<b>3,660</b>	<b>3,736</b>	<b>3,801</b>	<b>3,893</b>	<b>3,967</b>	<b>4,041</b>	<b>4,201</b>
less depreciation	589	604	630	644	659	674	690	706	721	733	748
<b>Total applications of operating funding</b>	<b>2,671</b>	<b>2,833</b>	<b>2,883</b>	<b>2,940</b>	<b>3,000</b>	<b>3,062</b>	<b>3,111</b>	<b>3,187</b>	<b>3,246</b>	<b>3,308</b>	<b>3,453</b>

**Capital by Activity**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Elderly persons housing	80	95	97	99	101	103	106	108	110	113	115
Public conveniences	184	184	189	193	197	201	206	210	215	219	224
Memorial halls	0	54	11	26	18	11	33	57	0	0	24
Reserve boards	79	324	91	20	119	55	1	0	6	0	0
Council funded capital expenditure	343	657	388	338	435	370	346	375	331	332	364

## Parks and Open Spaces

### What we do

#### Rural and Urban Beautification

Parks play an important role in the image of the district and the quality of life for our residents. Parks are considered a major contributor to the wellbeing of our residents through the provision of quality open space for both active sports and quiet areas for passive use.

Our Parks & Open Spaces team manages and maintains 86 parks and reserves throughout the district, providing a range of leisure and recreational activities. These include:

- large urban parks like Ashburton and Tinwald Domains,
- sportsfields, such as those 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, and
- Ashburton River Trail.

The Ashburton Domain is an iconic park in the district and caters for a variety of recreational uses. It is valued and admired by residents and visitors. The domain also has a covered stage which serves as an entertainment venue.

Lake Hood is a reserve and a part of our open spaces network, however, this is managed on our behalf by a contract with the Lake Hood Extension Project (LHEP). We have increased the contribution to the LHEP from \$140,000 to \$275,000 from Year 1 (2018/19).

This area of Council activity does not generally cover the rural domains that service smaller village communities. These are managed by Reserve Boards. The exception to this is the Tinwald Domain, which although managed by a Reserve Board, is supported by

the Parks & Open Spaces Team. We do not generally own the assets and facilities on these domains and have minimal involvement with their upkeep.

#### Cemeteries

Council operates and manages 11 open cemeteries located in Ashburton, Methven, Rakaia, Chertsey, Mt Somers, Ruapuna, Alford Forest, Winslow, Hinds, Waterton, and Barrhill. In addition, there are another five closed cemeteries located at Kyle, Mt Somers, Highbank, Westerfield, and Pioneer Park that are also managed by us.

All cemeteries are designed to be attractive yet simple. Landscaping upgrades, to create a pleasant environment, include the removal of forestry trees to let in more natural light and adding concrete beams for burials and ashes. Ashburton and Methven cemeteries have Returned Services sections. Ashburton Cemetery also has a children's section and the only interdenominational section in the district, within its new lawn area. Cremation beams for the interment of ashes are provided at Ashburton, Mt Somers, Rakaia and Methven Cemeteries. Ashburton and Rakaia Cemeteries also have a "Book of Memories" – a concrete wall where plaques can be placed for remembrance.

We carry out interments at all of our open cemeteries and also manage the interments for five private cemeteries at Dorie, Windermere, Coldstream, Cracroft, and Longbeach. Cemetery administration services include burial and plot purchase records, plot location enquiries, genealogical searches and other general cemetery enquiries.

### Why we do it

#### Rural and Urban Beautification

We provide many parks, gardens, reserves, and sports grounds throughout the district as a place for our community to meet, be active and enjoy our environment. Having Parks & Open Spaces available is important to our community's wellbeing, and makes our environment an attractive and welcoming place for residents and visitors.

The district's natural environment is improved by maintaining amenity, horticultural and recreational assets. Managing parks and recreation areas contributes to conserving and enhancing the indigenous natural habitats and heritage features in the district.

## Cemeteries

We provide cemeteries to ensure a safe and healthy community. We are required to provide for the burial needs of the community under the Burial and Cremations Act 1964. Cemeteries contribute to creating a district of great spaces and places for our community.

Graves, tombs, and cemeteries that have been associated with human activity for more than 100 years are considered to be archaeological sites in terms of the Historic Places Act 1993. Our cemeteries play an important role in preserving the social history of Ashburton District and many have significant historic and heritage values.

### How this activity is funded

We have made some changes to how we fund Parks & Open Spaces. This has included moving towards making the use of sports fields on Council property chargeable through Fees & Charges for sports groups and casual users. This is to make the cost of the upkeep and maintenance more equitable and fair between sportsfield users and ratepayers. Cemeteries are split into an 80% user pays through Fees & Charges with the remaining 20% funded through rates.

	Uniform Annual General Charges	General Rates	Target Rates – Capital Value	Targeted Rates – Uniform Annual Charge	Fees & Charges
<b>CEMETERIES</b>		✓			✓
<b>RURAL AND URBAN BEAUTIFICATION</b>		✓	✓		

### Contributions to Community Outcomes

Parks & Open Spaces contribute to the following Community Outcomes as shown below.

	Residents are included and have a voice	A district of great spaces and places	A prosperous economy based on innovation and opportunity	A balanced and sustainable environment
<b>CEMETERIES</b>		✓		✓
<b>RURAL AND URBAN BEAUTIFICATION</b>	✓	✓		✓

We are committed to delivering Parks & Open Spaces using the following strategic objectives.

	Plan and provide fit for purpose services	Lead the community with clear and rational decision-making	Work with the community and engage in meaningful conversations	Represent the district on regional/ national issues and partner with others as needed
<b>CEMETERIES</b>	✓	✓		
<b>RURAL AND URBAN BEAUTIFICATION</b>	✓	✓		✓

### Potential Negative Effects on our Community

This activity could present a range of risks for the community. Potential negative effects identified for Parks & Open Spaces are shown below.

EFFECT	HOW COUNCIL INTENDS TO MITIGATE EFFECT
The amount of green space, garden areas and cemeteries throughout the district exceed the capacity of Parks & Open Spaces team to manage them, resulting in lower levels of service for mowing, garden beds maintenance and general upkeep.	Parks & Open Spaces are undertaking a review in Year One of the Long-Term Plan to ensure efficiency in the delivery of the Open Spaces Strategy that Council adopted in 2016. We are reducing our acceptance of land vested as Open Space under the Resource Management Act in lieu of reserve contributions. Parks & Open Spaces are reducing the number of contracts for managing external garden spaces for private owners, to focus on our assets. Cemetery space is strategically planned and approved by Council.
Performance failure and deterioration of playground equipment, other park amenities such as park benches, and cemetery headstones.	Our Parks & Open Spaces officers receive professional development on the new standards for playground equipment and improvements in asset management. Standards are set for headstones to ensure they are stable and to mitigate any adverse effects.

Bio-security threats of fungi, viruses or pests damaging garden and park areas; and the risk of overusing chemicals may result in resistant strains of disease and damage to plants	Our Parks & Open Spaces officers are required to report unusual outbreaks and keep a hazards register which includes bio-security issues.
Natural hazard events that cause flooding, contamination, falling trees and/or structures, and land/asset damage.	Business continuity plans and civil defence training are in place for all of our teams and relevant staff.
Public health outbreak, such as a pandemic, that causes higher death rates, resulting in more burials needed than what cemeteries can accommodate.	The extension to Ashburton Cemetery has been approved and the development of this is planned for Years One to Three in the Long-Term Plan. This will add another 8,500 burial plots in Ashburton township. The wider district has capacity for an additional 13,350 plots in case of any public health outbreaks causing high fatalities. In the absence of any pandemic emergency, the capacity throughout the district is projected to provide for the burial needs for the next 95+ years.

### Key issues for the next 10 years

#### Changing demographics of our community

Population growth and changes to the make-up of our community may result in increased demand for more parks, reserves, open spaces, and cemeteries. This is likely to require additional funding to purchase and develop these areas, and more resource to manage them. Increased levels of vandalism could also result from changing demographics and may necessitate more resource being spent on repairing or mitigating damage. More residential development may require more parks and playgrounds, with an ageing population also requiring different levels of accessibility.

#### Climate change

The acknowledged effects from climate change on our district may increase dryness on the plains, coastal erosion and the frequency of extreme weather events, such as high rainfall causing flooding. These events could impact on the levels of service provided for our parks, water use practices and types of plants that can be used in the future. We will continue to monitor these changes and plan work programmes and budgets to ensure cost effective and efficient outcomes for our community.





### What we plan to do and our levels of service

**What we're aiming for:** To provide the district with a network of open green spaces that contribute towards the beauty and enjoyment of the area for residents and visitors alike.

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR			
		(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28
We provide residents with accessible, fit for purpose Parks & Open Spaces.	Urban residents live within 400 metres of a park or open space.	New measure	100%	100%	100%	100%
	Urban residents have access to open spaces.	New Measure	≥4,000m <sup>2</sup> /1,000 residents	≥4,000m <sup>2</sup> /1,000 residents	≥4,000m <sup>2</sup> /1,000 residents	≥4,000m <sup>2</sup> /1,000 residents
	Residents throughout the district have access to sports parks.	New Measure	≥3.5 ha /1,000 residents	≥3.5 ha /1,000 residents	≥3.5 ha /1,000 residents	≥3.5 ha /1,000 residents
Council responds to Parks & Open Spaces failures and requests within median response times.	Complaints are responded to within 10 working days.	New measure	100%	100%	100%	100%
The majority of residents are satisfied with our Parks & Open Spaces.	Residents are satisfied with Council-provided Parks & Open Spaces.	New measure	80%	80%	80%	80%
Council responds to cemetery failures and requests within acceptable response times.	Complaints are responded to within 10 working days.	New measure	100%	100%	100%	100%
The majority of residents are satisfied with our cemeteries.	Residents are satisfied with Council-provided cemeteries.	97%	80%	80%	80%	80%



## Key Projects

### Cemeteries

Cemeteries will be undergoing upgrades and landscape improvements requiring new capital for signage, concrete beams, furniture, paths, fences, and gates.

### EA Networks Centre Sports Fields

We will proceed with fully scoping this proposal and develop accurate costings in years one and two. We have planned for this project in years four and five (on the proviso that the associated sports contribute \$2.4 million towards the \$4.8 million development). There will be extensive engagement with the community through the 2021-31 Long Term Plan consultation when clearer details of the project are known, including rating impacts.

### Increased Resourcing

Our role in Open Spaces has grown significantly in the past three years, therefore we have included additional resource of \$93,000 from year one to ensure we are able to deliver current levels of service.

### Strategic Planning

We began implementing our Open Spaces Strategy in 2017, which outlines a number of key short, medium and long term projects. These include strategic purchases of open spaces to connect walkways and native planting in line with the biodiversity plan, the Chinese settlement development, and formulating development plans for the Ashburton and Tinwald Domains. We have budgeted \$45,000 for these development plans to be prepared in 2018/19.

### Playgrounds

Upgrades to existing playgrounds are being assessed in year one and planned for subsequent years in light of new regulations under the Health & Safety at Work Act 2015.

### Capital Works Programme

The following table details the annual budget for new capital works until 2028. New capital work refers to the development of new infrastructure, which increase the levels of service and/or the capacity of the asset service an increase in demand.

	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL NEW CAPITAL WORKS</b>	<b>668</b>	<b>462</b>	<b>168</b>	<b>5,190</b>
<b>Cemeteries</b>				
Ashburton Cemetery extension	234	63	33	
Rakaia Cemetery new works				17
<b>Parks &amp; Open Spaces</b>				
Argyle Park walkway	31	51		
EANC development of new sports fields				4,843
Festive lighting	50	51	52	80
Lake Hood additional water outlet	250			
Rakaia beautification upgrades	10	10	10	80
<b>Playgrounds</b>				
Ashburton Domain playground upgrade		204		
Methven playground equipment			72	80
Neighbourhood grounds new playground	93			
Rakaia playground equipment		82		91

### Capital Renewals Programme

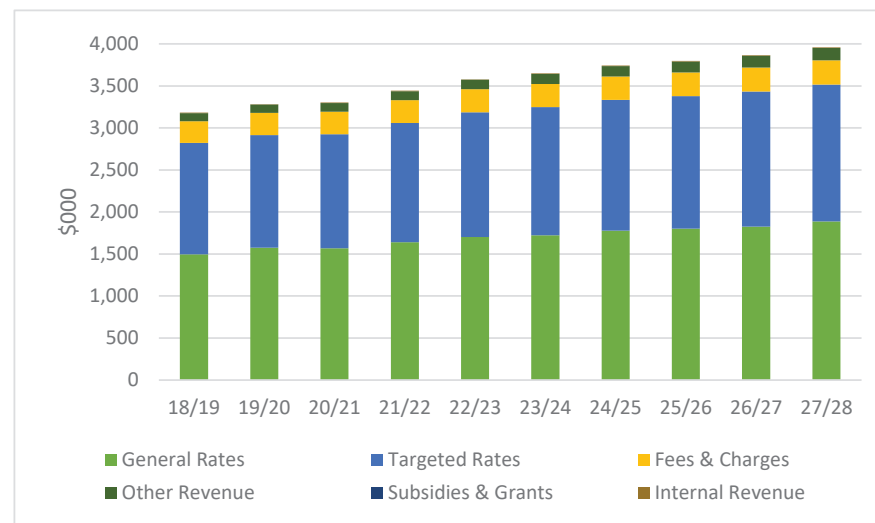
The following table details the annual budget for capital renewals until 2028. Capital renewals refers to the programmed upgrade or replacement of existing assets. In some cases this may result in an increase in the levels of service and / or in the capacity of the asset to service increased demand.

	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL CAPITAL RENEWALS</b>	<b>338</b>		<b>215</b>	<b>1,131</b>
<b>Ashburton Domain</b>				
Gardens upgrade				201
Pond edge, paddling pool and driveway			209	544
Furniture replacement				123
Sport fields renovation	108			
<b>Other</b>				
Baring Square West War Memorial remedial work	220			
Cemeteries				
Ashburton Cemetery kerbing and sealing				230
Methven Cemetery furniture, beam replacement	10			12
Rural Cemeteries fences and paths			6	20

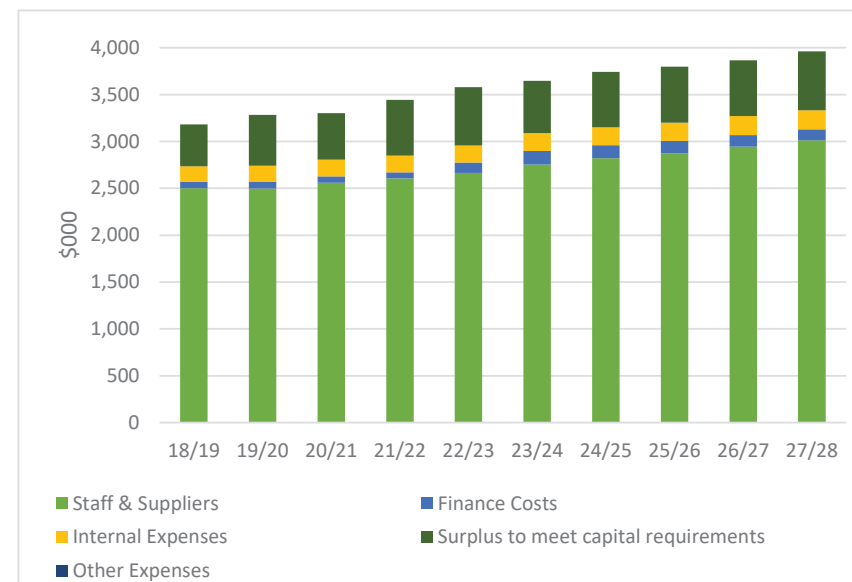


## Financial Overview

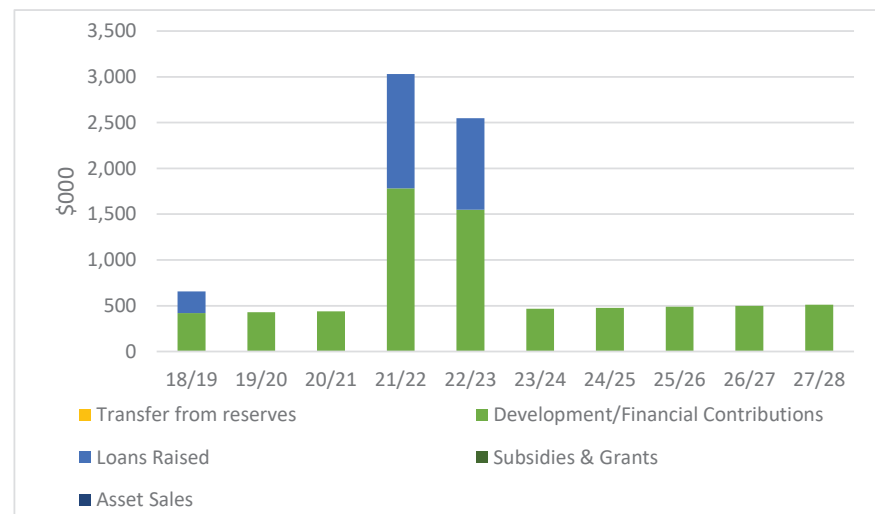
### Operating Income Sources



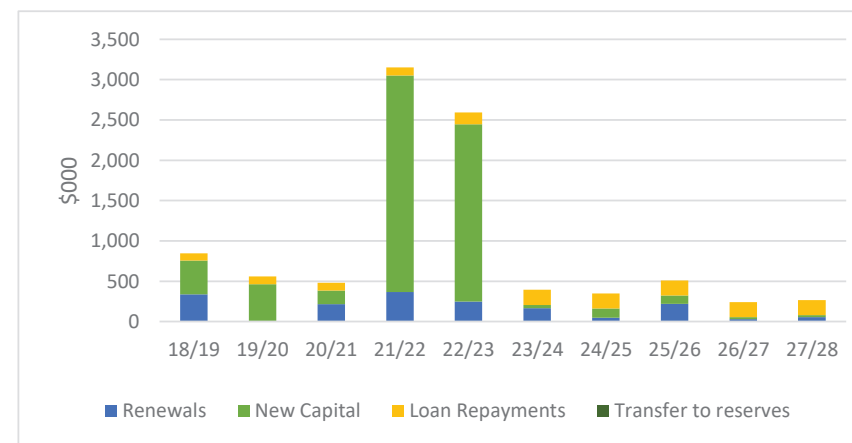
### Operating Expenses



### Capital Income Sources



### Capital Expenses



## Funding Impact Statement

### For Parks and Open Spaces

	ANNUAL PLAN 2017/18 \$000	YEAR 12018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
<b>Operating Funding</b>											
<b>Sources of operating funding</b>											
General rate, UAGC*, rates penalties	1,377	1,494	1,576	1,568	1,639	1,702	1,723	1,778	1,802	1,826	1,886
Targeted rates	1,245	1,329	1,339	1,358	1,420	1,486	1,525	1,555	1,575	1,608	1,630
Subsidies and grants for operating purposes	4	0	0	0	0	0	0	0	0	0	0
Fees and charges	204	258	265	268	270	273	276	279	282	285	288
Internal charges and overheads recovered	8	6	6	6	6	6	6	7	6	7	7
Local authorities fuel tax, fines, infringement fees and other receipts	87	95	97	102	107	113	119	125	133	140	148
<b>Total sources of operating funding</b>	<b>2,924</b>	<b>3,182</b>	<b>3,283</b>	<b>3,302</b>	<b>3,443</b>	<b>3,579</b>	<b>3,648</b>	<b>3,742</b>	<b>3,798</b>	<b>3,865</b>	<b>3,960</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	2,428	2,501	2,497	2,558	2,605	2,663	2,753	2,821	2,875	2,945	3,013
Finance costs	33	67	73	69	65	111	146	138	131	123	116
Internal charges and overheads	143	168	170	178	179	182	189	193	194	203	205
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding</b>	<b>2,604</b>	<b>2,735</b>	<b>2,741</b>	<b>2,805</b>	<b>2,849</b>	<b>2,956</b>	<b>3,088</b>	<b>3,151</b>	<b>3,199</b>	<b>3,271</b>	<b>3,334</b>
Surplus/(deficit) of operating funding	320	447	543	497	594	623	560	591	598	595	626

\* Uniform Annual General Charges

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**Expenditure by Activity**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Parks and recreation	2,593	2,757	2,765	2,833	2,882	2,993	3,129	3,197	3,249	3,324	3,380
Cemeteries	317	391	411	417	421	426	431	436	441	448	465
<b>Total operating expenditure</b>	<b>2,910</b>	<b>3,148</b>	<b>3,176</b>	<b>3,250</b>	<b>3,303</b>	<b>3,419</b>	<b>3,560</b>	<b>3,633</b>	<b>3,691</b>	<b>3,772</b>	<b>3,845</b>
less depreciation	306	413	436	445	454	463	472	481	491	501	511
<b>Total applications of operating funding</b>	<b>2,604</b>	<b>2,735</b>	<b>2,741</b>	<b>2,805</b>	<b>2,849</b>	<b>2,956</b>	<b>3,088</b>	<b>3,151</b>	<b>3,199</b>	<b>3,271</b>	<b>3,334</b>

**Capital by Activity**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Parks and recreation	342	762	399	343	3,011	2,403	189	114	283	24	24
Cemeteries	1,073	244	63	40	42	42	17	47	41	30	55
<b>Total capital expenditure</b>	<b>1,415</b>	<b>1,006</b>	<b>462</b>	<b>383</b>	<b>3,053</b>	<b>2,446</b>	<b>206</b>	<b>160</b>	<b>324</b>	<b>53</b>	<b>79</b>
less vested assets	0	0	0	0	0	0	0	0	0	0	0
Council funded capital expenditure	1,415	1,006	462	383	3,053	2,446	206	160	324	53	79



## Recreation Facilities

Council's recreational facilities are based around the recreational, cultural and social aspects of life in our district - the things that make Ashburton a great place to work, live, play and invest. Recreational facilities provide an additional quality of life aspect to the foundation of good infrastructure (roads, water supply, waste management, etc.) and aid in the development of healthy, active, functioning communities. We recognise that recreation plays a key role in creating the environment in which our communities can prosper and enjoy improved health and wellbeing.

### What we do

#### Ashburton Public Library

Ashburton Public Library provides our community with opportunities for life-long learning, access to information, leisure, and reading. The public library provides free and open access to knowledge and services to all residents regardless of income, race or age. It is a neutral, respected gateway to information and a safe place between work and home that offers equal access for all. The Local Government Act 2002 requires that where a public library is provided, residents are able to join the library free of charge.

At Ashburton Library, the following services are on offer:

- lending, reference and local history collections in physical and electronic formats, including Ashburton newspapers dating back to 1878,
- an online library catalogue with electronic databases, e-books, and member borrowing accounts for online renewals and reserves through the library website,
- outreach services,
- children's library services for school groups, pre-school groups, youth and young families,
- free Wi-Fi and internet access, and
- loans of books to private community libraries in Methven and Rakaia.

#### Ashburton Museum

The Ashburton Museum is a local museum of history and culture located in Ashburton.

It provides access to unique collections of local heritage items; images; archives and information; long-term display; a programme of short-term exhibitions; a variety of public programmes and services; and heritage programmes for schools, both at the museum and around the district. Our museum is open seven days a week with free admission.

Ashburton Museum aims to be the leading cultural and heritage destination for the district, with a team of professional staff and volunteers who care for two large and complex collections for the benefit of the community. These collections are:

- The collection managed for the Ashburton Museum & Historical Society under a Memorandum of Understanding that contains more than 20,000 objects and 6,000,000 photographic frames, plus the Wakanui archaeological assemblage, the community archives, and a reference library.
- Our archives, including the Ashburton Borough and County Councils material prior to the 1989 amalgamation, with all the related entities and board material, which is managed under the Public Records Act 2005.

#### EA Networks Centre and Tinwald Community Pool

EA Networks Centre (EANC) opened in May 2015. It incorporates an indoor sports stadium with six full-size courts, an outside court area with an additional two courts; a gymnasium; spin class area; fitness class area; indoor pool complex featuring a ten-lane 25 metre lap pool; a hydrotherapy pool with wheelchair access; a leisure pool with a lazy river and wet deck; an attached toddlers pool; and a learn to swim pool and chillax area featuring a spa pool and steam room. We also manage the Tinwald Community Pool, which is a solar-heated outdoor pool, open during the summer months.

### Why we do it

Recreational facilities contribute to the economy and lifestyle aspects of our vision. This group primarily includes activities that help:

- meet our community's recreational and cultural needs,
- provide venues for sporting and recreational events,
- facilitate lifelong learning and literacy,
- enable the care and preservation of valuable heritage,

- encourage water confidence and competence,
- encourage a strong community identity and an active lifestyle.

Library and museum facilities are essential community facilities and enrich individual and community wellbeing. They are a necessary part of the fabric of a civilised and democratic society that provide recreational and educational opportunities, which people could not individually afford. Library and museum facilities are a focal point for local heritage and lifelong learning. They enable access to unique local collections and a range of regional, national and international exhibitions. They are crucial to celebrating and storing our intellectual curiosity, creativity, heritage and local diversity. They enable communities and individuals to research where they have come from.

District identity is enhanced and pride is stimulated through the preservation and promotion of local heritage and culture. Our library and museum facilities act as visitor attractions, providing education about the district, including its heritage. They benefit the district economy, through providing employment and supporting businesses and employees with information and resources.

Likewise, sports stadiums and swimming pools are essential facilities for enhancing people's health and wellbeing. They enable and promote active, healthy lifestyles and greater participation. Individuals and teams are able to enjoy recreational and sporting pursuits, as well as learn and develop skills. A controlled pool environment provides a safe venue for learning to swim, developing water confidence and generally having fun in the water. Swimming pool facilities can also have therapeutic benefits in helping to heal injuries and ease aches and pains. These facilities are an integral part of the fabric of our community, providing spaces for events, entertainment, recreational pursuits and other activities. Local community pools can also provide a focal meeting point for smaller suburbs.

#### How this activity is funded

We have moved towards making the users of the EA Networks Centre pay 50% of the operational costs through increased Fees & Charges for sports groups, individual members and casual users. This is to make the cost of operating the facility more equitable and fair between users and ratepayers through an equal split of the operating costs. Note that none of the Fees & Charges collected are used to offset the loan costs for the facility development, as that is borne by the ratepayers.

	Uniform Annual General Charges	General Rates	Target Rates – Capital Value	Targeted Rates – Uniform Annual Charge	Fees & Charges
ASHBURTON LIBRARY	✓				
ASHBURTON MUSEUM	✓				✓
EA NETWORKS CENTRE	✓				✓

#### Contributions to Community Outcomes

Recreation Facilities contribute to the following Community Outcomes as shown below.

	Residents are included and have a voice	A district of great spaces and places	A prosperous economy based on innovation and opportunity	A balanced and sustainable environment
ASHBURTON LIBRARY	✓	✓	✓	
ASHBURTON MUSEUM	✓	✓	✓	
EA NETWORKS CENTRE	✓	✓	✓	✓

We are committed to delivering Recreation Facilities using the following strategic objectives.

	Plan and provide fit for purpose services	Lead the community with clear and rational decision-making	Work with the community and engage in meaningful conversations	Represent the district on regional/national issues and partner with others as needed
ASHBURTON LIBRARY	✓	✓	✓	✓
ASHBURTON MUSEUM	✓	✓	✓	✓
EA NETWORKS CENTRE	✓	✓	✓	✓

### Potential Negative Effects for our Community

This activity could present a range of risks for the community. Potential negative effects identified for Recreation Facilities are shown below.

EFFECT	HOW COUNCIL INTENDS TO MITIGATE EFFECT
Fees for some activities are unsatisfactory for some people, resulting in reduced patronage	We will endeavour to mitigate this through consultation with all affected groups and individuals where possible. For swimming users, some discounts are available (i.e. learn to swim).
Facility upgrades could be too expensive and beyond the ability of the community to pay	We will investigate other funding sources than ratepayers and use these where possible.
Facilities are high energy users, particularly the swimming pool	Our swimming pool facilities in Tinwald use solar energy and EANC uses heat recovery technology, and recycles water. Water usage is reduced and heat retained, using less energy and lowering our carbon footprint.

### Key issues for the next 10 years

#### New Civic Administration and Library Facility

Our new library that is planned to be developed between years one and three will mean a move into a shared, co-located building. This will require careful planning to reduce the amount of physical stock that needs to be shifted. This will be done through rationalisation of unused/unwanted material and archiving material as appropriate. Other aspects that will need to be planned include physically moving the resources and equipment that will be going into the new space; updating new technology to meet community expectations of a new library facility; and a change in the ways of working in a shared facility with Customer Services and Civic administration.

#### Legislative changes

Changes to legislation, or regulations, around recreation facilities will increase the costs of managing these facilities as they are likely to require a higher level of service and more resource to meet new standards. We will continue to monitor these changes and plan work programmes and budgets to ensure the best outcome for our residents.

### Changing demographics of our community

Population growth and changes to the make-up of our community may result in different community expectations of the services provided in our facilities. This is likely to require additional funding to develop these areas and more resource to manage them. We will continue to monitor these changes and plan work programmes and budgets to ensure the best outcome for our residents.



### What we plan to do and our levels of service

**What we're aiming for:** To provide recreation services that are well utilised and meet the needs of the community.

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR			
		(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28
We provide all residents and visitors with accessible library resources for recreation and discovery.	The Ashburton Public Library is well utilised.	128,576	130,000 visitors	130,000 visitors	130,000 visitors	130,000 visitors
	Most households in the district utilise the library	New measure 10,025 (15,142 rateable properties)	10,050	10,075	10,100	70%
We will have a library that is a welcoming and community-centred destination	Users are satisfied with Council's library services	95%	80%	80%	80%	80%
	Free public internet sessions (Aotearoa People's Network Kaharoa) are well utilised and increasing each year	46,909	47,000	47,100	47,200	47,300
We provide a modern museum for the community that aligns with NZ Museum Standards	Museum programmes and services are well utilised and increasing	16,411	16,500	16,600	16,700	16,800
	Ashburton Museum meets New Zealand Museum Standards	New Measure	50%	75%	100%	100%
The majority of users are satisfied with the Museum	Users are satisfied with Council-provided Museum services and programmes	New measure	80%	80%	80%	80%
We provide quality gym, pool, and stadium facilities	EA Networks Centre is well utilised	482,186	>480,000	>480,000	>480,000	>480,000
	Swim School is well utilised	4,435	>4,500	>4,500	>4,500	>4,500
	The gym is well utilised	New measure	>1,100	>1,100	>1,100	>1,100
The majority of users are satisfied with EA Networks Centre	Users are satisfied with EA Networks Centre services and programmes	75%	80%	80%	80%	80%



## Key Projects

### Ashburton Library

Library patron self-issue and return facilities will be purchased and introduced in Years One to Three in the Long-Term Plan.

Relocating to the new purpose-built co-located Civic Administration and Library Facility will occur in Years Three and Four.

### Ashburton Museum

The requirements to properly manage the collection has meant we have included additional resource of \$50,000 from year one to ensure we are working towards the New Zealand Museum Standards.

### EA Networks Centre

We are looking to improve the multi-use functionality of the EA Networks Centre to ensure that usage opportunities are maximized. In light of this we have the following key projects planned over the next 10 years.

#### Climbing Wall

We have budgeted \$307,000 in Year Two (2019/20) to install a climbing wall in the stadium to improve the use of the facility. This will be loan-funded, with operational costs split between fees and charges and rates.

#### Swim School Extension and Splash Deck

We have budgeted \$5.2 million in Year Three (2020/21) to extend the current learn-to-swim pool and develop a splash deck to meet demand. This will be loan-funded.

#### Stadium Extension

During the Revenue and Finance Policy consultation undertaken in early 2018, we received a number of submissions regarding the extension of the stadium from four courts to six. This project was not included in the draft LTP, however further submissions received during the LTP consultation again signaled a need to increase the court space at EANC. As a result of the deliberation process we decided to include \$4.5million of funding for the extension of the indoor court area of EANC in Year 7 (2024/25) of the LTP. This will

mean there are two further LTP consultation periods to allow opportunity for community feedback on this project. The extension will be loan-funded with operational costs split between fees and charges and rates.

#### Ice Rink

We have not included any funding for investigation, or development, of an ice rink adjacent to EANC. Our view is that this is a private enterprise venture that we would consider supporting minimally, should the opportunity arise.

#### Hydroslide

We have not included any funding for investigation, or development of a hydroslide at the EA Networks Centre. Our view is that this is a private enterprise venture that we would consider supporting minimally should the opportunity arise.



### Capital Works Programme

The following table details the annual budget for new capital works until 2028. New capital work refers to the development of new infrastructure, which increase the levels of service and/or the capacity of the asset service an increase in demand.

	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL NEW CAPITAL WORKS</b>	<b>381</b>	<b>444</b>	<b>5,361</b>	<b>5,625</b>
<b>Ashburton Library</b>				
Library books	106	108	111	898
Radio frequency book identification for stock control and self-issue stations	109	0	0	0
<b>Ashburton Museum</b>				
Other assets	12	7	7	56
<b>EA Networks Centre</b>				
Climbing Wall	0	307	0	0
Other assets	26	22	23	171
Pool blinds	17	0	0	0
Stadium divider curtain	111	0	0	0
Swim school extension and interactive splash zone	0	0	5,220	0
Stadium extension		0	0	4,500

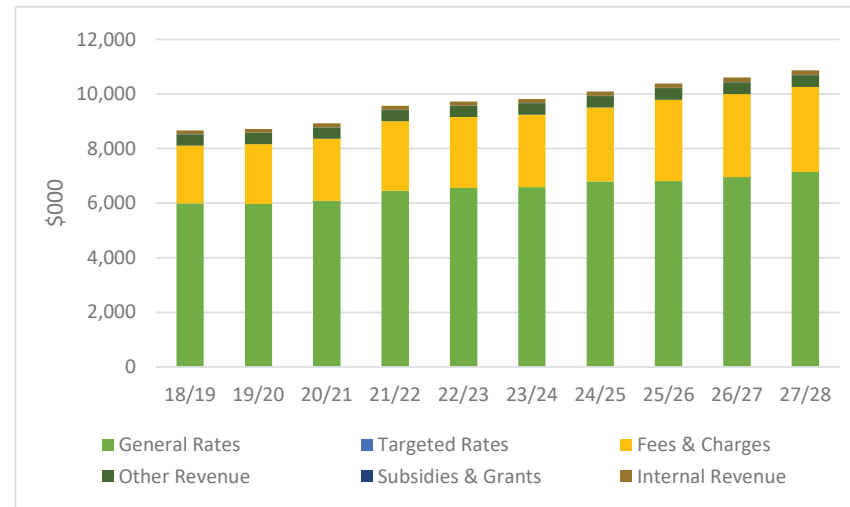
### Capital Renewals Programme

The following table details the annual budget for capital renewals until 2028. Capital renewals refers to the programmed upgrade or replacement of existing assets. In some cases this may result in an increase in the levels of service and / or in the capacity of the asset to service increased demand.

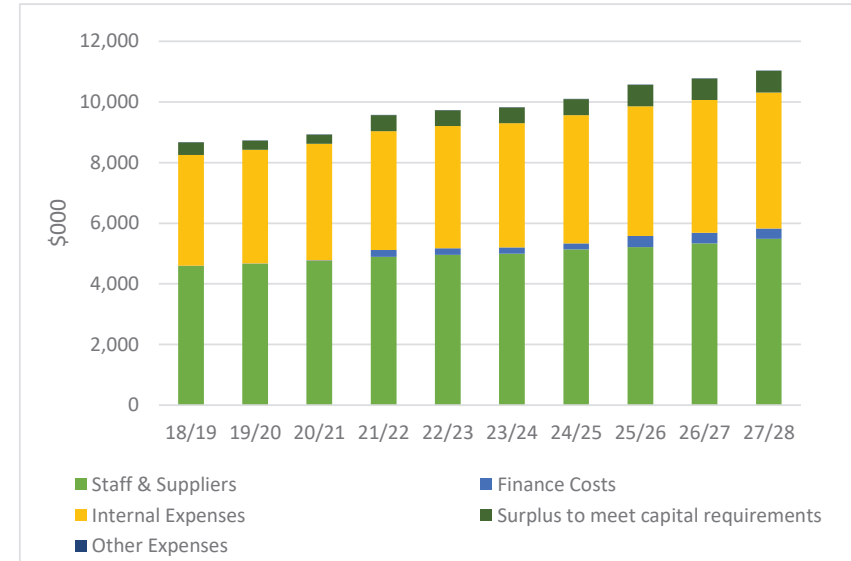
	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL NEW CAPITAL WORKS</b>	<b>45</b>	<b>47</b>	<b>41</b>	<b>311</b>
<b>EA Networks Centre</b>				
Gym equipment renewal	21	21	22	167
Pool equipment renewal	24	26	19	144

## Financial Overview

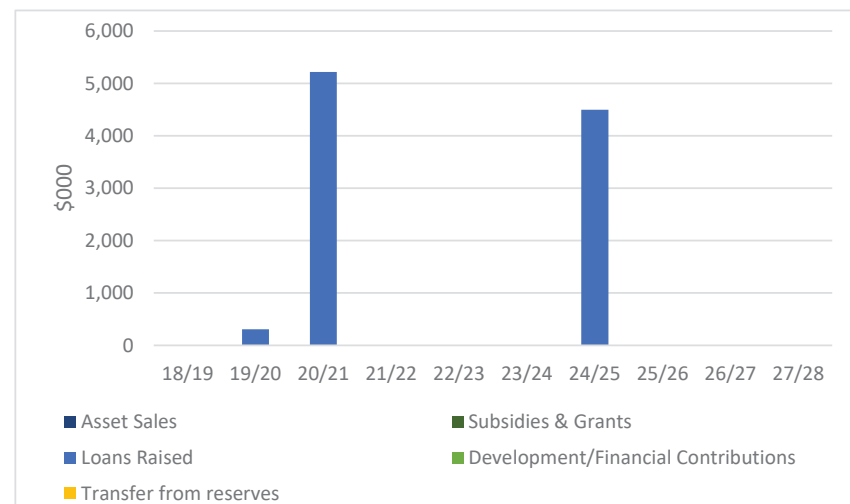
### Operating Income Sources



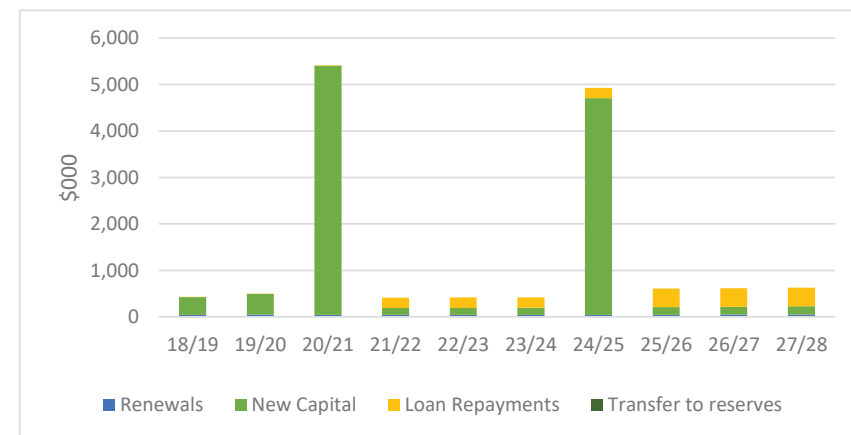
### Operating Expenses



### Capital Income Sources



### Capital Expenses









## Funding Impact Statement

### For Recreation facilities

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
<b>Operating Funding</b>											
<b>Sources of operating funding</b>											
General rate, UAGC*, rates penalties	5,684	5,994	5,971	6,090	6,453	6,556	6,586	6,795	6,903	7,044	7,231
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	10	10	10	11	11	11	11	12	12	12
Fees and charges	2,017	2,120	2,194	2,273	2,543	2,598	2,653	2,710	3,067	3,128	3,191
Internal charges and overheads recovered	114	134	139	142	144	148	151	153	158	162	165
Local authorities fuel tax, fines, infringement fees and other receipts	375	406	408	411	414	416	419	422	425	428	431
<b>Total sources of operating funding</b>	<b>8,188</b>	<b>8,664</b>	<b>8,722</b>	<b>8,927</b>	<b>9,565</b>	<b>9,729</b>	<b>9,819</b>	<b>10,092</b>	<b>10,564</b>	<b>10,773</b>	<b>11,029</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	4,267	4,593	4,665	4,759	4,889	4,959	4,994	5,136	5,215	5,331	5,487
Finance costs	0	6	6	18	226	217	208	199	370	353	337
Internal charges and overheads	3,689	3,657	3,753	3,840	3,923	4,025	4,103	4,233	4,275	4,379	4,485
Other operating funding applications	2	1	1	1	1	1	1	1	1	1	1
<b>Total applications of operating funding</b>	<b>7,958</b>	<b>8,256</b>	<b>8,424</b>	<b>8,618</b>	<b>9,038</b>	<b>9,202</b>	<b>9,305</b>	<b>9,568</b>	<b>9,860</b>	<b>10,064</b>	<b>10,310</b>
Surplus/(deficit) of operating funding	231	408	299	309	527	527	514	523	704	709	720

\* Uniform Annual General Charges

[illegible]

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Library	1,289	1,256	1,305	1,331	1,361	1,395	1,332	1,374	1,390	1,422	1,458
Art, culture and heritage	1,061	1,059	1,085	1,108	1,133	1,160	1,183	1,218	1,233	1,263	1,294
Recreation facilities and services	6,104	6,489	6,612	6,768	7,146	7,261	7,400	7,598	7,873	8,029	8,222
<b>Total operating expenditure</b>	<b>8,454</b>	<b>8,804</b>	<b>9,001</b>	<b>9,207</b>	<b>9,640</b>	<b>9,816</b>	<b>9,914</b>	<b>10,190</b>	<b>10,496</b>	<b>10,714</b>	<b>10,974</b>
less depreciation	495	548	578	590	602	614	609	622	636	650	664
<b>Total applications of operating funding</b>	<b>7,958</b>	<b>8,256</b>	<b>8,424</b>	<b>8,618</b>	<b>9,038</b>	<b>9,202</b>	<b>9,305</b>	<b>9,568</b>	<b>9,860</b>	<b>10,064</b>	<b>10,310</b>

#### Capital by Activity

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Library	138	222	109	113	116	120	124	128	132	136	141
Ashburton Museum	7	7	7	7	7	8	8	8	8	8	8
Recreation facilities and services	119	197	374	5,282	67	64	66	4,572	68	70	76
Council funded capital expenditure	264	426	490	5,402	191	192	197	4,707	209	214	225

# Regulatory Functions

COUNCIL'S REGULATORY SERVICES INCLUDE ALL ACTIVITIES AND FACILITIES THAT HELP KEEP THE COMMUNITY SAFE AND HEALTHY BY MINIMISING HAZARDS AND DETERRING IRRESPONSIBLE BEHAVIOUR.

We also provide Regulatory Services to protect our environment and promote sustainable development of land.

Regulatory  
Functions

Regulatory Services

Regulatory services includes building regulation, district planning, emergency management, land information + and regulatory compliance











## REGULATORY SERVICES

## Regulatory Services

### What we do

Within Regulatory Services, we perform two main roles – (1) Regulatory Functions, and (2) Regulatory Compliance. We provide Regulatory Functions to protect the community from a variety of risks, and to enhance the quality of the natural and built environment. Regulatory Compliance encompasses a large number of activities and services such as food safety, noise control, alcohol licensing, environmental nuisance, hazardous substances, gambling venue control, parking enforcement and animal control.

- **Regulatory Functions**

- **Building Regulation**

We are responsible for administering and implementing the provisions of the Building Act 2004. We maintain accreditation as a Building Consent Authority and ensure all buildings are constructed and maintained to appropriate standards and specifications.



- **District Planning**

Our Planning Team is responsible for providing a statutory planning framework to assist the community in controlling and directing development and land uses in the district. This is achieved primarily through our District Plan, which has policies, rules and standards for a range of land use activities that reflect our responsibilities under the Resource Management Act 1991.

- **Emergency Management**

Emergency Management is concerned with communities being prepared, responding to and recovering from emergencies when they happen. We are a member of the Canterbury Civil Defence Emergency Management (CDEM) Group established under the Civil Defence Emergency Management Act 2002 (CDEM Act). CDEM Group members work together to manage Canterbury's hazards so that its communities face acceptable levels of risk. Arrangements for managing emergencies in a coordinated, multi-agency manner are specified in the Canterbury CDEM group plan.

We previously held rural fire responsibilities however Fire and Emergency New Zealand (FENZ) have since taken over that role. Rural ratepayers were rated for this role when it was a specific Council function. With the new arrangements in place, private insurers pass on a compulsory FENZ levy, raised through insurance policies. This levy was increased by 40% in 2017. Ratepayers are therefore likely to have seen insurance premiums increase in response to the shifting of responsibility from Council to FENZ.

- **Land Information**

We provide an efficient production of Land Information Memoranda within statutory timeframes and with a high degree of accuracy.

- **Regulatory Compliance**

- **Alcohol Licensing and Gambling Venue Consenting**

We provide for the processing, assessing and granting of applications for alcohol licences and managers' certificates. We also provide for the monitoring and enforcement of the requirements of licences and certificates. We provide a venue consenting role addressing where new gambling venues may be situated and any restrictions on the number of "pokie" machines permitted.



- **Animal Control**

We provide services to address public safety in relation to the control of dogs and to limit the potential for nuisance caused by animals. We recently built a new dog pound facility and lease part of it to the SPCA.

- **Environmental Health**

We provide registration and inspection services to monitor and enforce standards of public health for food premises; mobile traders; hairdressing salons; camping grounds; beauticians; tattooists and skin piercing; and hazardous substances in public and non-work places.

- **Parking**

We provide monitoring and enforcement services to address stationary vehicle offences. We have had a free one-hour parking trial on East Street for the past 18 months. The results of this trial are being evaluated. We will incorporate these into our review of parking through the development of the Parking Strategy in 2018/19.

### Why we do it

Regulatory Functions are provided to:

- ensure our communities are prepared to respond to and recover from emergencies,
- plan for future growth through balancing protection of the existing environment and the economic and social needs of our community,
- meet our responsibilities under various legislation, such as: the Building Act 2004; Dog Control Act 1996; Resource Management Act 1991; and the Local Government Act 2002.

Providing cost-effective Regulatory Services ensures we contribute to creating a district of great spaces and places by managing how land is used and contributing to the prosperity of our economy by promoting growth. We can lead the community with clear decision-making which we achieve through the setting of policies and bylaws that guide how we provide regulatory services.

### How this activity is funded

We fund Regulatory Services through a range of different mechanisms, depending on who benefits from the service. When we reviewed these funding mechanisms, we considered our approach to be in line with the services we provide. However, we have determined a change to the way we fund District Planning is necessary given the community-wide benefit of this activity through the setting of policy and land use, as well as the private benefit requested through plan changes. We consulted on this change through our Revenue & Financing Policy.

Operating expenditure for Regulatory Services is funded in the following way:

	Uniform Annual General Charges	General Rates	Target Rates – Capital Value	Targeted Rates – Uniform Annual Charge	Fees & Charges
<b>REGULATORY FUNCTIONS</b>					
Building Regulation		✓			✓
District Planning		✓			✓
Emergency Management	✓	✓			
Land Information					✓
<b>REGULATORY COMPLIANCE</b>					
Alcohol Licensing & Gambling Venue Consenting		✓			✓
Animal Control		✓			✓
Environmental Health	✓				✓
Parking					✓



### Contribution to Community Outcomes

Regulatory Services contribute to the following Community Outcomes as shown below.

	Residents are included and have a voice	A district of great spaces and places	A prosperous economy based on innovation and opportunity	A balanced and sustainable environment
<b>REGULATORY FUNCTIONS</b>				
Building Regulation		✓	✓	
District Planning	✓	✓	✓	✓
Emergency Management		✓	✓	✓
Land Information		✓	✓	
<b>REGULATORY COMPLIANCE</b>				
Alcohol Licensing & Gambling Venue Consenting		✓		✓
Animal Control		✓		
Environmental Health		✓	✓	
Parking			✓	

We are committed to delivering Regulatory Services using the following strategic objectives.

	Plan and provide fit for purpose services	Lead the community with clear and rational decision-making	Work with the community and engage in meaningful conversations	Represent the district on regional/ national issues and partner with others as needed
<b>REGULATORY FUNCTIONS</b>				
Building Regulation	✓			✓
District Planning	✓	✓	✓	✓
Emergency Management	✓	✓		✓
Land Information	✓			
<b>REGULATORY COMPLIANCE</b>				
Alcohol Licensing & Gambling Venue Consenting	✓	✓		
Animal Control	✓	✓		
Environmental Health	✓	✓		
Parking	✓			

### Potential Negative Effects on the Local Community

This activity could present a range of risks to the community. Potential negative effects identified for Regulatory Services are shown below.

EFFECT	HOW COUNCIL INTENDS TO MITIGATE EFFECT
<b>District Planning</b> Enforcement of district planning requirements may impact upon economic development. Inappropriate zoning and / or District Plan rules may restrict economic development.	We endeavour to work with the community through the development of District Plan rules and zones. We consult with the community on changes and keep them informed of the process.  Development proposals are subject to District Plan rules and standards. Adverse environmental effects must be avoided, remedied, or mitigated.  We provide information to applicants and submitters on how they can appeal decisions through the Environment Court.
<b>District Planning</b> Conflicting views on the best outcome may occur	Our RMA processes follow clear procedures to ensure that decisions are fair and robust.  We provide information to applicants on how they can appeal decisions through the Environment Court
<b>Emergency Management</b> Lack of volunteer base or adequate resourcing could put effective emergency response at risk	We actively recruit and train volunteers in partnership with other agencies. Our community is informed through education, development of community response plans and communication through our website and social media sites.
<b>Emergency Management</b> Responding to an emergency can potentially have negative short-term effects on the environment.	We will mitigate environmental impacts where possible through ongoing planning and preparation through consideration of the 4Rs – reduction, readiness, response, recovery.
<b>Environmental Health</b> Closures due to unsafe water contamination may affect opportunities for public recreation.	We implement closures to safeguard public health. Closures are withdrawn when there is no longer a threat.
Costs of attaining consents and regulatory compliance may discourage people and businesses from establishing or expanding.	Our costs are set according to Council policies and/or legislative requirements. Rates and charges are set to ensure the costs of the activity are recovered. We consult with the community on the charges for activities. We aim to ensure charges are affordable.  We will continue to investigate options and implement appropriate measures to ensure our operations are efficient and effective.
Some people believe their rights are restricted by regulations such as those managed by this activity.	We provide education and information on legislative and locally instituted requirements (such as bylaws and the District Plan).

## Key issues for the next 10 years

### Changing demographics of our community

Changes in our population are a key issue for District Planning. For example our ageing population is likely to alter demand for land, with people seeking smaller residential and infill housing. Increasing technology in the commercial sector is another important area, with the impact being difficult to predict.

### Climate Change

The effects from climate change on our district may be expected to include increased dryness on the plains, more coastal erosion (with the greatest effect in our district being on coastal residential hut settlements) and a greater number of extreme weather events. Our District Plan acknowledges this and ensures that appropriate land-use development reflects likely climatic changes.

### Economic climate

Demand for District Planning and Building Services is strongly influenced by the economic climate. We are required to maintain at least a minimum level of service and anticipation of future growth, which commits us to ongoing costs. Reduced demand may impact on income, meaning additional ratepayer input to maintain an adequate level of service. Local factors influencing economic growth can also place additional pressure on services to meet legislative deadlines.

### Incident Management Team (IMT) Recruitment and Training

We are required to have staff appointed and trained to man an Emergency Operations Centre (EOC) 24/7 in times of an emergency or a declared event. Resourcing this can be challenging therefore we are investigating other cost effective and efficient options such as a new project called Canterbury 10 (a Canterbury wide joint Emergency Support Team). The concept of Canterbury 10 is to create a 24/7 on-call pool of well-trained and experienced EOC staff from Territorial Authorities across the region. Its purpose is to supplement (not replace) an activated EOC that requires more staff to help coordinate its emergency response.

## Legislative changes

Ongoing legislative changes to how we deliver Regulatory Services occur regularly. Striving to meet the new demands placed on services, while maintaining a constant level of service and skilled staff contributes to a heavy workload on staff resource. We will continue to monitor these changes and plan work programmes and budgets to ensure the best outcome for our residents.

### Ministerial Review – Better responses to natural disasters and other emergencies in New Zealand

The Minister of Civil Defence has ordered a review to determine most appropriate operational and legislative mechanisms to support effective responses to natural disasters and other emergencies in New Zealand. The purpose is to ensure that New Zealand's emergency response framework is world leading, and well placed to meet future challenges. In light of recent events this review is timely and will further enhance and strengthen the current system.

Currently, we are waiting for the government to respond to the review. We will assess the recommendations and the implications for our district, as this is linked to the IMT requirements discussed above.

## What we plan to do and our levels of service

### BUILDING REGULATION

**What we're aiming for:** To implement the requirements of the Building Act 2004 fairly and impartially so the public has confidence that buildings in the district are constructed in accordance with the building code.

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR			
		(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28
We provide quality building regulation services	Building consents are processed and decisions made within 20 working days	97.9%	100%	100%	100%	100%
	Code of Compliance Certificates are processed and decisions made within 20 working days	99.3%	100%	100%	100%	100%
	Buildings with compliance schedules are audited each year	10.1%	10%	10%	10%	10%
	Swimming pool fences are inspected every year	21.1%	33%	33%	33%	33%
Council responds to concerns with building regulation services within required response times	Building service complaints are responded to within two working days	100%	100%	100%	100%	100%



**DISTRICT PLANNING**

**What we're aiming for:** To achieve a fit for purpose function which meets statutory obligations and customer expectations, while anticipating and reacting to the changing needs of the district.

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR			
		(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28
We provide quality district planning services	Resource consent applications and exemptions are determined within statutory timeframes	99.6%	100%	100%	100%	100%
	Subdivision plan approval certificates (RMA s.223) are determined within 10 working days	100%	100%	100%	100%	100%
Council responds to concerns with district planning services within required response times	District planning service complaints are responded to within 5 working days	100%	100%	100%	100%	100%
The majority of residents are satisfied with the standard of our district planning services	Residents are satisfied with the standard of Council's planning services	80%	80%	80%	80%	80%

**EMERGENCY MANAGEMENT**

**What we're aiming for:** To support the community's ability to respond to and recover from emergency events

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR				
		(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28	
We support emergency preparedness through community-based emergency management	A community response plan is developed or renewed annually	New measure	1	1	1	1	
The majority of residents are satisfied with the standard of our civil defence services	Residents are satisfied with the civil defence services provided by Council	95%	80%	80%	80%	80%	

**LAND INFORMATION**

**What we're aiming for:** To provide an efficient production of Land Information Memoranda (LIM's) within statutory timeframes and with a high degree of accuracy.

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR				
		(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28	
We provide quality land information services efficiently	LIM applications are processed within 10 working days	100%	100%	100%	100%	100%	

## REGULATORY COMPLIANCE

### What we plan to do and our levels of service

**What we're aiming for:** To improve, promote and protect public health within the district by the promotion of sustainable environmental practices and the monitoring and enforcement of associated legislation and bylaws.

WHAT WE'RE WORKING TOWARDS (Levels of service)	HOW WE'LL MEASURE PROGRESS (Performance measures)	HOW WE'RE PERFORMING NOW	WHAT WE'RE AIMING FOR				
		(2016/17 results)	2018/19	2019/20	2020/21	2021/22 – 2027/28	
We provide quality alcohol licensing services	Licensed premises are monitored each year	New measure	100%	100%	100%	100%	
	Stakeholder meetings are held each year	New measure	10	10	10	10	
The majority of residents are satisfied with Council's role in alcohol licensing	Residents are satisfied with how Council undertakes its role in alcohol licensing	82%	80%	80%	80%	80%	
We provide quality animal control services	Known dogs are registered	96% (includes dogs otherwise accounted for)	95%	95%	95%	95%	
Council contractors respond to animal control incidents within contractual response times	Urgent incidents are responded to within one hour	100%	100%	100%	100%	100%	
	Found, wandering or barking dog incidents are responded to within five working days	100%	100%	100%	100%	100%	
The majority of residents are satisfied with our animal control services	Residents are satisfied with Council's animal control services	82%	80%	80%	80%	80%	
We provide quality environmental health services	Registered food premises are risk assessed each year	93%	80%	80%	80%	80%	
Council contractors respond to environmental health issues within contractual response times	Noise complaints are responded to within two hours	100%	100%	100%	100%	100%	

## Key Projects

### Community Alert Systems

We acknowledge the key to community resilience and preparedness is communication. New community alert systems for smartphones are becoming increasingly available to alert the community. The New Zealand Red Cross has recently teamed up with Civil Defence, GNS and MetService to provide an alert system to help New Zealanders make it safely through disasters. One of our projects is to establish a new community alert system which incorporates the Red Cross Hazard App.

### District Planning

During the 10-year period we will be undertaking a review of our District Plan and have budgeted approximately \$80,000 to carry out the review. The review will largely be undertaken in-house. The duration and complexity of the plan review process will be influenced by the outcomes of the Resource Management Act amendments. As part of our goal to continually improve the way in which we operate for the community, we have increased resourcing from Year One to improve our structural planning.

### Earthquake Prone Buildings

We have 90 earthquake-prone buildings in Ashburton and a further 65 also potentially earthquake-prone. We notified affected building owners in February 2018 that they may need to strengthen or demolish their buildings within 25 years, depending on the building-type and assessment date. There is the potential that Council will have to demolish some buildings within the next 10 years depending on their assessment rating. However, reports from affected owners received to date, indicate they are committed to strengthening where possible.

### E-Plan

As a result of the changes to the Resource Management Act in 2017, a system for electronic functionality and accessibility of District Plans will need to be in place by 2020. This change will require councils to have an e-plan available for users to search district plans electronically.

### Seismic Resilience Importance Level 4 Building (IL4)

We are in the process of building a temporary relocatable IL4 building, which will have special post-disaster functions and will be the designated Emergency Operations Centre (EOC). The building will also temporarily house the Council Chambers. The building will be self-supporting with emergency power, fibre optic connectivity, backup radio communication systems, and a Broadband Global Area Network (BGAN) satellite internet and phone system.

### Capital Works Programme

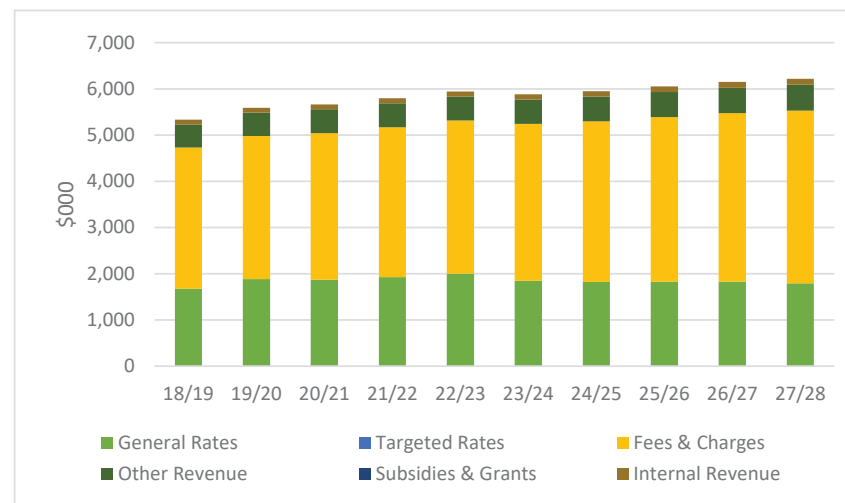
The following table details the annual budget for new capital works until 2028. New capital work refers to the development of new infrastructure, which increase the levels of service and/or the capacity of the asset service an increase in demand.

	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4-10 2021-28 \$000
<b>TOTAL NEW CAPITAL WORKS</b>		<b>66</b>	<b>84</b>	
Back-up generator - Rakaia		26		
Parking - Smart eye sensors		40	84	



## Financial Overview

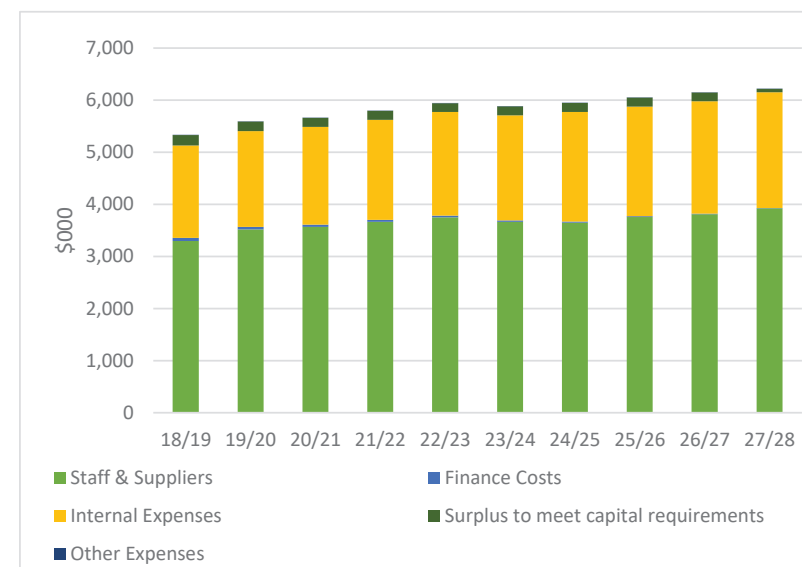
### Operating Income Sources



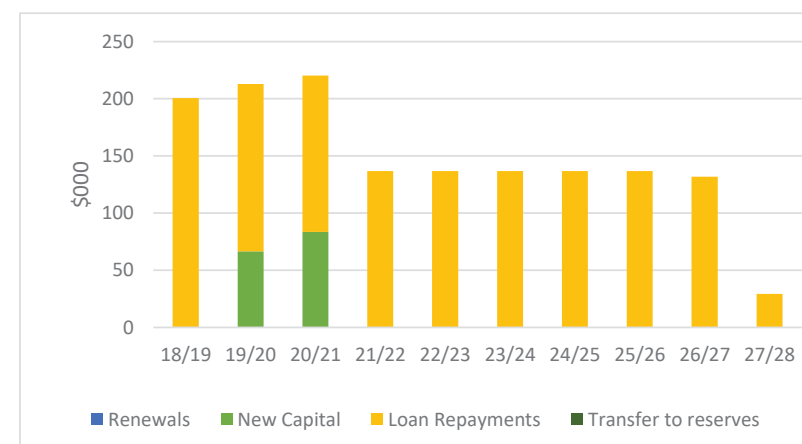
### Capital Income Sources

N/A

### Operating Expenses



### Capital Expenses



## Funding Impact Statement

### For Environmental Services

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
<b>Operating Funding</b>											
<b>Sources of operating funding</b>											
General rate, UAGC*, rates penalties	1,182	1,675	1,885	1,872	1,927	2,001	1,849	1,823	1,831	1,828	1,795
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	3,140	3,056	3,095	3,167	3,241	3,317	3,394	3,475	3,560	3,645	3,733
Internal charges and overheads recovered	104	102	104	106	108	111	113	117	119	123	125
Local authorities fuel tax, fines, infringement fees and other receipts	578	497	510	517	523	516	524	533	543	553	563
<b>Total sources of operating funding</b>	<b>5,005</b>	<b>5,331</b>	<b>5,593</b>	<b>5,663</b>	<b>5,799</b>	<b>5,945</b>	<b>5,882</b>	<b>5,948</b>	<b>6,052</b>	<b>6,148</b>	<b>6,217</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	3,040	3,297	3,519	3,566	3,665	3,751	3,665	3,648	3,756	3,811	3,926
Finance costs	73	58	50	44	38	33	27	22	17	11	6
Internal charges and overheads	1,484	1,774	1,836	1,877	1,922	1,988	2,016	2,106	2,105	2,157	2,219
Other operating funding applications	4	2	2	2	2	2	2	2	2	2	2
<b>Total applications of operating funding</b>	<b>4,602</b>	<b>5,131</b>	<b>5,406</b>	<b>5,488</b>	<b>5,626</b>	<b>5,773</b>	<b>5,710</b>	<b>5,778</b>	<b>5,880</b>	<b>5,982</b>	<b>6,153</b>
Surplus/(deficit) of operating funding	403	199	186	175	172	172	172	171	172	166	64

\* Uniform Annual General Charges

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**Expenditure by Activity**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Emergency management	166	360	372	379	389	396	398	421	417	426	440
Environmental health	524	408	419	427	437	448	456	470	476	487	499
Building regulation	2,075	2,266	2,301	2,324	2,398	2,432	2,505	2,547	2,614	2,646	2,738
Alcohol licensing	198	195	199	203	208	213	217	222	226	231	237
Land information	64	105	108	110	112	115	117	121	123	125	128
Parking	308	324	336	348	355	363	370	379	386	395	403
Animal control	415	438	451	462	472	484	495	509	518	531	544
District planning	897	1,093	1,283	1,303	1,325	1,394	1,224	1,182	1,195	1,218	1,242
<b>Total operating expenditure</b>	<b>4,646</b>	<b>5,189</b>	<b>5,469</b>	<b>5,556</b>	<b>5,696</b>	<b>5,844</b>	<b>5,782</b>	<b>5,852</b>	<b>5,955</b>	<b>6,058</b>	<b>6,231</b>
less depreciation	44	58	63	68	70	71	72	74	75	77	78
<b>Total applications of operating funding</b>	<b>4,602</b>	<b>5,131</b>	<b>5,406</b>	<b>5,488</b>	<b>5,626</b>	<b>5,773</b>	<b>5,710</b>	<b>5,778</b>	<b>5,880</b>	<b>5,982</b>	<b>6,153</b>

**Capital by Activity**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Emergency management	0	0	26	0	0	0	0	0	0	0	0
Parking	0	0	41	84	0	0	0	0	0	0	0
Council funded capital expenditure	0	0	66	84	0	0	0	0	0	0	0

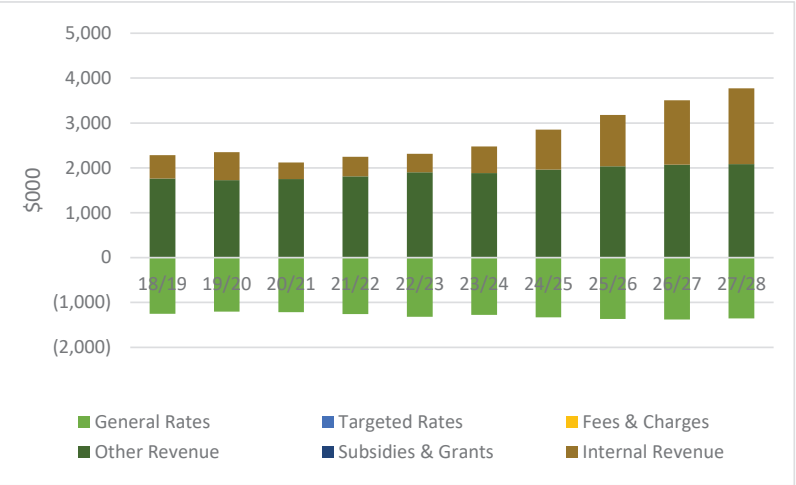


# Miscellaneous

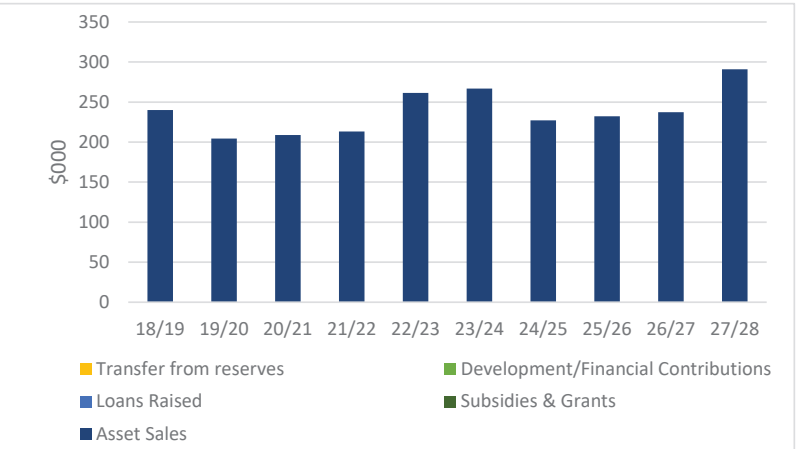
The miscellaneous group of activities covers all capital expenditure made by overhead departments of Council, any unallocated operating expenditure and the interest and dividend income from Council’s shareholdings.

## Financial Overview

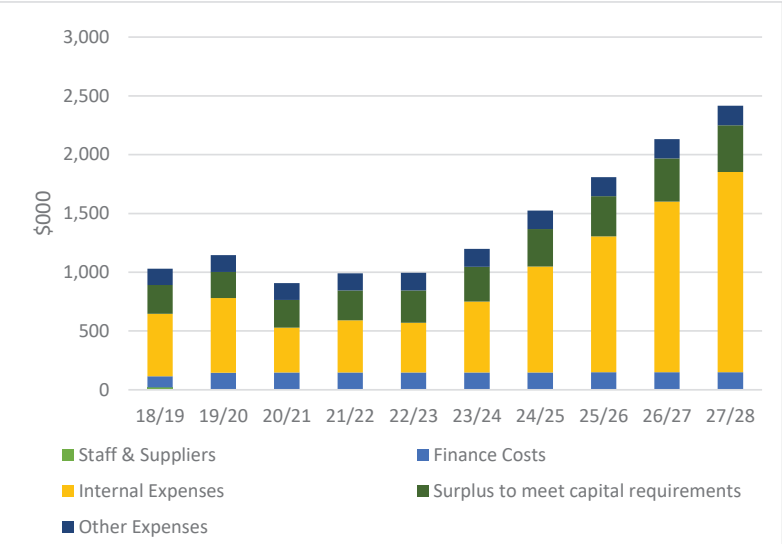
Operating Income Sources



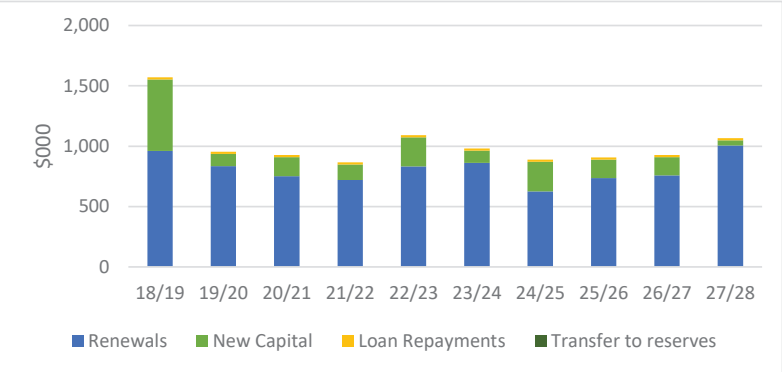
Capital Income Sources



Operating Expenses



Capital Expenses



## Funding Impact Statement

### For Miscellaneous Activities

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
<b>Operating Funding</b>											
<b>Sources of operating funding</b>											
General rate, UAGC*, rates penalties	(1,363)	(1,251)	(1,205)	(1,214)	(1,255)	(1,317)	(1,275)	(1,330)	(1,369)	(1,376)	(1,355)
Targeted rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	129	520	624	371	434	411	591	888	1,144	1,438	1,690
Local authorities fuel tax, fines, infringement fees and other receipts	1,643	1,761	1,726	1,752	1,812	1,901	1,884	1,965	2,033	2,070	2,082
<b>Total sources of operating funding</b>	<b>409</b>	<b>1,030</b>	<b>1,144</b>	<b>909</b>	<b>992</b>	<b>996</b>	<b>1,199</b>	<b>1,523</b>	<b>1,808</b>	<b>2,133</b>	<b>2,417</b>
<b>Applications of operating funding</b>											
Payments to staff and suppliers	10	20	0	0	0	0	0	0	0	0	0
Finance costs	116	96	146	147	147	147	148	148	149	149	150
Internal charges and overheads	141	530	635	382	445	422	603	900	1,156	1,451	1,703
Other operating funding applications	130	138	141	144	147	150	154	157	160	164	167
<b>Total applications of operating funding</b>	<b>397</b>	<b>784</b>	<b>922</b>	<b>673</b>	<b>739</b>	<b>720</b>	<b>905</b>	<b>1,205</b>	<b>1,466</b>	<b>1,764</b>	<b>2,020</b>
Surplus/(deficit) of operating funding	13	246	222	235	252	275	295	318	342	368	396

\* Uniform Annual General Charges

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**Expenditure by Activity**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Non allocated	397	784	922	673	739	720	905	1,205	1,466	1,764	2,020
<b>Total operating expenditure</b>	<b>397</b>	<b>784</b>	<b>922</b>	<b>673</b>	<b>739</b>	<b>720</b>	<b>905</b>	<b>1,205</b>	<b>1,466</b>	<b>1,764</b>	<b>2,020</b>
less depreciation	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding</b>	<b>397</b>	<b>784</b>	<b>922</b>	<b>673</b>	<b>739</b>	<b>720</b>	<b>905</b>	<b>1,205</b>	<b>1,466</b>	<b>1,764</b>	<b>2,020</b>

**Capital by Activity**

	ANNUAL PLAN 2017/18 \$000	YEAR 1 2018/19 \$000	YEAR 2 2019/20 \$000	YEAR 3 2020/21 \$000	YEAR 4 2021/22 \$000	YEAR 5 2022/23 \$000	YEAR 6 2023/24 \$000	YEAR 7 2024/25 \$000	YEAR 8 2025/26 \$000	YEAR 9 2026/27 \$000	YEAR 10 2027/28 \$000
Information systems	1,203	1,093	569	532	464	572	451	461	471	481	492
Plant and vehicles	540	460	368	376	384	501	512	409	418	427	558
Civic building	5	0	0	0	0	0	0	0	0	0	0
Council funded capital expenditure	1,748	1,553	937	908	847	1,073	963	870	889	908	1,049